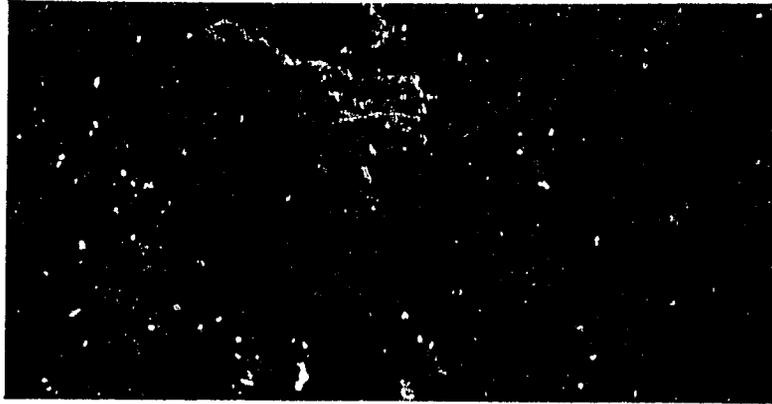


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EVALUATION OF THE INTEGRATED POPULATION AND
DEVELOPMENT PLANNING (IPDP) CONTRACT

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EXECUTIVE SUMMARY

The Integrated Population and Development Planning (IPDP) project has multiple objectives, has led to many diverse activities, and is working in as many as 22 countries. Because of IPDP's scope and diversity, it is difficult to gain complete knowledge of work performed under its auspices and its impact in the many host countries involved. The team's evaluation is based on conversations with AID missions in Africa, AID/Washington officials in the population field as well as AID regional staff, interviews with IPDP project staff in Chapel Hill, visits to Senegal, Mauritania, and Rwanda, and examination of written materials produced by IPDP's staff. We are aware of the danger that our understanding of project activities is incomplete in some instances, and that we may be overly influenced by IPDP's role in the three countries visited.

The project consists of three major activities: technical assistance, training, and research. The team was asked to evaluate these insofar as each contributes to the objectives of the project. Among the specific activities we were asked to examine with particular care were the Mauritanian Human Resources Planning Model, Thailand Cost Benefit Analysis, the relationship between IPDP and the Futures Group, the role of the African Regional Office in Lome, Togo and the quality of staffing of the IPDP. Part A below addresses these topics. Part B deals with project management issues.

In general, our evaluation is very positive. IPDP has an able and hard-working staff and, in J. Knowles, an excellent director. It has cooperated effectively with AID missions in the field, and it has initiated many worthwhile projects. We shall offer what we mean to be constructive criticisms of IPDP, intended to assist project strategy over the remaining life of the contract. We hope these criticisms will not overshadow our basically favorable evaluation of IPDP.

These criticisms lead to the following, hopefully constructive recommendations:

1. Future activities should be concentrated in no more than 10 countries.
2. A special workshop should be convened to reexamine the entire issue of population and development policy, particularly as it relates to sub-Saharan Africa.
3. Future conferences should be planned as workshops or as short courses and be oriented towards mid-level staff.
4. No new research should be solicited.
5. Technical assistance should be available not only to ministries of planning but to other ministries as well.

6. Mini-courses should be developed in computer science, demography, statistics, and the economics of population in host countries, and individuals sent to short-term courses in the region or, if preferable, in the U.S.
7. The IPDP core staff should be maintained at its 1981/82 strength over the remaining term of the project.
8. Present activities should be continued and adequately financed so that real impact on population policy may be achieved.
9. The AID/W Contract Office should review internal procedures to expedite contractor requests for consultant approval.

DEFINITIONS OF INITIALIZED TERMS USED IN EVALUATION
OF IPDP REPORT

A.I.D.	Agency for International Development
B.N.R.	Bureau National du Recensement (Senegal)
CONAPOP	Commission Nationale de la Population du Senegal
I.P.D.P.	Integrated Population and Development Planning
LDC	Less developed countries
NUR	National University of Rwanda
ONAPO	Office Nationale de Population (Rwanda)
POPCOM	National Population Commission (Nepal)
RAPID	Resources for Awareness of Population Impact on Development
S&T/POP	Science and Technology/Population
SPO	State Planning Organization
USAID	United States Agency for International Development
USAID/W	United States Agency for International Development/Washington
UNFPA	United Nations Fund for Population Activities

PART A
EVALUATION OF PROJECT ACTIVITIES AND
THEIR POTENTIAL IMPACT

I. OBJECTIVES AND IMPACT

One purpose of IPDP is to assist AID missions, regional offices, and AID Washington quickly and effectively as various needs for IPDP's expertise arise (insofar as these needs fall under the scope of the project). On the basis of testimony heard from AID personnel, the consultants believe that IPDP has done an excellent job of responding to ad hoc and special requests. Indeed, satisfaction, and in some cases enthusiasm, was expressed on that score by all AID officials to whom we talked in the field and in Washington.

The more fundamental purpose of the project is set forth in the contract with RTI (p. 1, paragraph 1) as follows:

. . . to direct activity toward helping economic development planners in LDCs to take account of demographic variables to plan for and encourage demographic change. The focus shall be on imparting techniques of planning and analysis which, if properly assimilated, will assist governments to develop more effective programs to reduce population growth rates and to enhance socio-economic development.

Upon closer examination of the many documents dealing with the purpose of the project, it became clear that activities were to be targeted especially to countries where there exists little or no capability in the planning process, particularly African countries. Additionally, priority has been given to countries where the recognition of the impact of population dynamics is low. Furthermore, selected countries must have active central planning organizations and at least minimal expertise in the use of computers.

Interviews with many AID officials, both in Washington and the Missions, has led to the conclusion that there were a number of different views as to what the objectives of the IPDP project actually were. This is not surprising given the wide variety of population-related projects sponsored by USAID.

The misinterpretations of IPDP objectives were of two types. Some Mission people were simply confused as to "who was doing what for whom?" Regional Bureau people tended to broaden the scope of activities of the IPDP project, for example, in the suggestion that studies of the delivery of contraceptives be included under its mandate or the suggestion that IPDP be involved in relatively advanced LDCs.

These definitional problems are mentioned to highlight the difficulties contractors sometimes have in completing the goals and objectives of specific projects. To that end the evaluation team feels it should state very clearly what it sees as the actual objectives of the IPDP project.

These then serve as the guide against which IPDP activities can be measured as to success or failure.

1. The primary objective of the project is to inculcate an awareness of the importance of population dynamics in planning for socioeconomic development so that governments will begin to develop programs to limit population growth. This assumes that a country is indeed making plans for socioeconomic development-- a not unimportant point to bear in mind.
2. The primary targets in the selected LDCs are socioeconomic planners who can presumably pass on their new-found knowledge of the relationship between population dynamics and socioeconomic development to policymakers and opinion leaders. This assumes that pro-natalist sentiments in the host country are not so strong as to prevent planners from projecting the case for government intervention.
3. The ultimate goal of the project, as opposed to intermediate objectives, is to build a commitment toward an active population policy. This assumes that planners know how to develop a sustainable strategy for generating support for family planning, or that IPDP will help them to do so.
4. Implementation of population programs such as improvement in contraceptive delivery is beyond the scope of IPDP.

A wide range of activities may be consistent with these objectives. In light of IPDP aims, a two-step program may be appropriate. Step I is to enhance the planning, forecasting, and analysis capabilities of governments, thereby generating awareness of the population problem among planners. Step II is to help governments to translate this awareness into further activities designed to spread awareness and to reduce population growth. So far, IPDP has concerned itself largely with Step I and seems to have been quite effective in this regard. It has helped planners to build planning models, improve the country's data base, use computers, train demographers and statisticians. It has conducted conferences and seminars which serve this end. It has also sponsored research projects which explore, for example, the feasibility of migration, resettlement projects, and informal sector labor absorption as solutions to the population problem. In this manner it has promoted awareness of the consequences of population growth among a small cadre of professionals in important government and academic positions.

IPDP's role in Turkey is an example of its success in generating some interest in population issues in countries where AID has found it difficult to initiate population activities. Two members of Turkey's State Planning Organization attended the Baltimore Conference. This contact led to a two-week seminar on micro-computers for the SPO.

Now IPDP is arranging for three trainees from SPO to attend the one-semester course on "Population and Development Planning" at the University of Michigan. The AID Near East Bureau praised IPDP's skill and tact in developing this relationship.

A recent World Bank report on "Population Growth in Sub-Saharan Africa" deplores that only Kenya's and Uganda's development plans incorporate demographic variables to an adequate extent. IPDP's work no doubt will be adding other countries to this list.

There is a need for Step II activities because favorable attitudes toward reductions in population growth among the top echelons in planning and some related ministries will not automatically "trickle up" to politicians who are key decision-makers nor "trickle down" to local politicians, middle-level bureaucrats, health workers, and couples of childbearing age. This is particularly true in the pro-natalist countries of Africa and the Middle East, where IPDP has been asked to concentrate its activities. Without Step II follow-up activities the impact of IPDP may be quite limited, or at least very long delayed. Indeed, interviews with population commission officials (CONAPO in Senegal and ONAPO in Rwanda) suggested that they were groping for means to spread awareness of the population problem among influential groups and to build demand for family planning services at the grass roots.

It is recognized that Step II is more difficult and more sensitive than Step I, and that AID/W and AID/Mission undertook a number of Step II activities. Still, little is known about the process which leads from awareness of the population problem among an educated elite to widespread demand for family planning services. The whole question of how population policy is made and how it can be influenced in different environments is not well understood. It is therefore proposed in the last section of this report that a workshop of experts on this subject be organized by IPDP (perhaps in conjunction with some other AID contractors).

In the meantime, the following ideas illustrate in a general way the kind of Step II activities envisioned. Some of these activities might be considered in the proposed workshop.

1. If one accepts the idea that IPDP should strive to involve a larger range of potentially influential agencies and individuals, then one must identify key agencies and individuals. There are no doubt great differences between countries in channels of influence which matter; and there also may be great differences in the process by which new policy options are adopted and gain popular acceptance. These matters are worth studying country-by-country. Local political scientists and public administration experts might be involved in such studies. It would also be useful to study "success stories," i.e., the process by which family planning achieved political and popular support in such countries as, say, Thailand and Tunisia.

2. A rather obvious suggestion is that research findings on the consequences of rapid population growth should be disseminated beyond the intellectual elite. RAPID-type presentations are a possible means of reaching top-level policymakers. They are probably not an effective means of reaching middle-level bureaucrats, local politicians and officials, teachers, doctors and health workers, university undergraduates, journalists, local religious leaders, and the like. The catalytic function of IPDP could be strengthened if simple and effective presentations and publications were prepared for such groups, if possible by local social scientists, on the consequences of rapid population growth, using data from IPDP's research projects and modelling activities.
3. Some social scientists (most notably Geoffrey McNicholls and Samuel Lieberman) believe that it is more crucial to build support for population programs at the local than at the central government level. A related idea is that small experimental family planning projects may be started in one or two localities where acceptance is most likely, in the hope that something can be learned in the process and that, from modest beginnings, the program can gradually be expanded. It is recognized that IPDP's mandate does not include becoming involved directly in such projects. However, given its country level contacts, IPDP might sometimes be in a position to interest an appropriate government agency in such small-scale experiments.
4. Another widely held idea is that certain development strategies and projects may have a favorable impact on the demand for family planning and child spacing. Female education and the creation of employment opportunities for women are cases in point. Others are maternal and child health programs and health education projects (which may stress child spacing and breast feeding). IPDP has directed much of its effort toward central planning ministries. Education, health, labor, and agricultural ministries, often frustrated by the effect of rapid population growth on their objectives, could perhaps be interested in studies of the determinants of population growth.
5. There are other means of affecting the demand for children such as the design of tax programs, access to public housing, maternity leave policies, child allowances in welfare programs, old age support for poor people without children, and other incentive programs. Decisions about such programs are part of the planning process, which again suggests that a wide range of government officials needs to be involved. Also, information on how such programs have worked and where they have been employed, needs to be made readily accessible to planning officials.

In sum, IPDP is doing an excellent job of improving economic planning methods in some countries and by this route hopefully creating awareness of the consequences of population growth among planners. Still, the project may be too narrowly focused on this particular approach to have real impact on population policy. Indeed it appears that the project is more narrowly focused than the contract originally envisaged. There are good reasons for this. Funding and staffing are limited. The present IPDP staff is characterized by its expertise in constructing planning models and operationalizing them on the computer, as well as providing technical assistance to host country planners. It may be difficult within the remaining budget to acquire additional staff with a wider range of expertise. All the same, the present staff is capable of initiating some of the activities discussed above.

IPDP has worked in countries at very different stages of readiness for family planning. It seems that the impact of IPDP might be enhanced if it worked in fewer countries, concentrating on those where it appears that increased awareness will lead to further steps toward a population policy. A number of persons indicated that IPDP staff does not spend enough time in the countries in which it is active. This criticism is consistent with the team's impression that its contacts are too narrow and its efforts may fall short of a critical mass. An obvious remedy would be to limit the project to fewer countries. The team understands that the decision to work in 20 or more countries is an AID decision, not an IPDP staff decision, but believes it should be reconsidered.

II. IMPACT OF IPDP PROJECTS IN THREE COUNTRIES

In the previous section the question was raised: Has the IPDP project contributed to the creation of, or an increase in, awareness of the relationship between population growth and development progress? Is there a growing realization that rapid population growth should be curtailed, at least on the part of planners and policymakers? This chapter addresses this question with respect to the three countries visited.

In Rwanda, there is clear potential for movement toward a family planning program. An awareness of the population problem is evident among policymakers and planners. Whether this awareness can be attributed to IPDP activities is impossible to ascertain. Clearly, IPDP projects had an impact and in conjunction with other activities, AID-sponsored as well as others, the message has come across. IPDP has not done that much in Rwanda. Two research projects were rejected; technical assistance has been limited to a course offering in research methodology and some persons have attended conferences in Dakar, Lome, and Baltimore. In addition, IPDP has worked closely with The Futures Group in RAPID presentations. Much more can be done in Rwanda and the results should be gratifying. The country is ready to take the next step towards development of a population policy. Both technical assistance (computer software, regional RAPID projects, library materials) and training (in-country courses, courses at NUR) will be invaluable.

In Senegal, there is no consensus among planners and policymakers regarding the impact of population growth on development progress. In June 1980, the government abolished restrictive French legislation banning contraceptives. It is allowing and encouraging a number of private and semi-private clinics to offer family planning services; and the Ministry of Health endorses child spacing in the MCH program. Still, the issue remains highly sensitive, particularly in light of the country's Muslim majority. There is some fear on the part of policymakers of upsetting the people, particularly with a presidential election due soon. However, an excellent cadre of well-trained and concerned statisticians and demographers is present and it appears that progress can be made. IPDP's impact can be identified among a select few professionals. CONAPOP (Commission National de la Population de Senegal) and BNR (Bureau National du Recensement) have both benefitted from IPDP's activities and technical assistance in training and research. Partly as a result of these collaborations, CONAPOP scheduled a June 15 conference on "Issues in Population Policy in Senegal." A foundation is being built for future work. IPDP is well liked and well respected in Senegal. It should continue working closely with CONAPOP and BNR. A carefully planned program of activities should include more research (Senegal has considerable data waiting to be analyzed), and more technical assistance, particularly with reference to micro-computers. John Tomaro,

in his 1980 report, suggested that AID, along with other donors,

might find it appropriate to define and support a series of courses in different faculties of the university. The curriculum should include courses on the socioeconomic implications of the demographic transition. The social science sector would offer courses on policy and population dynamics. . . . A course in population education could be incorporated in the School of Education.

We do not know whether IPDP has investigated these interesting possibilities. In sum, there is room for further efforts, and the objectives of the project can be realized.

Mauritania has a long way to go before population issues will be of great concern. To quote IPDP's Country Strategy Paper:

Despite an apparently high growth rate of the population, there is no public policy regarding the limitation of population size because of perceived under-population (i.e., the country's population is only about 2 million) and because of intense ethnic rivalry.

A Muslim country, Mauritania is characterized by very low levels of living, widespread illiteracy (close to 90 percent) and poor health conditions. In this setting, it is not possible for IPDP's message to penetrate very far. It is to IPDP's credit that a small number of planners have become interested in population and development interactions through IPDP conferences and work on the Human Resources Planning Model. However, for the time being, they are reluctant to disseminate their insights. The model serves an educational purpose primarily in regard to planning techniques, data collection, and statistical analysis.

III. TECHNICAL ASSISTANCE

A wide variety of activities fall in the category of "technical assistance." Such assistance activities range from the development of socioeconomic models to providing instruction in specialized topics, to arranging slide presentations for USAID Mission staffs as well as for host country planners. This section will first examine the assistance given to AID Missions, and then turn to the types of assistance provided for host countries.

In all three countries that the team visited, the response of USAID Mission staff to IPDP technical assistance was the same: satisfaction bordering on enthusiasm with IPDP personnel. Even where IPDP has not provided any assistance specifically oriented toward Mission staff, there was approval of all IPDP activities in the countries. The relations between USAID Missions and IPDP are excellent.

USAID-Dakar benefitted significantly from IPDP's expertise. At its request, demographer J. Griffith participated in the Senegambia migration conference in June 1980. J. Tomaro was a major contributor in the preparation of an "Assessment of USAID Projects in Senegal." In 1981, J. Tomaro, J. Knowles, and J. LeComte spent considerable time participating in the preparation of a multi-year strategy for USAID population assistance to Senegal.

This latter report in particular was very well received, and our own review of that report led us to the same appraisal. With this assistance from IPDP, USAID-Dakar appears to be well positioned to proceed further in the area of developing population awareness among host country planners and policymakers. As a result of the recommendations enumerated in the strategy report, it is more aware of what it can do and, particularly important, what it should not do.

Although the team's visit was limited to three African countries, the only other example of IPDP technical assistance to USAID Missions was in Mauritania. In October 1980, K. Allen gave a RAPID presentation to both the USAID and Embassy staffs. This presentation was well received and K. Allen's work was lauded by all who benefitted from it.

In reviewing the overall activities of IPDP, the team notes that technical assistance to other AID Missions has occurred. This assistance has included working on a multi-year population assistance strategy for the Sahel, teaching parts of two courses for USAID African population officers, and assisting The Futures Group in RAPID presentations in five additional countries.

As stated earlier, there is a healthy relationship between IPDP and AID Missions. The team wishes that the Senegal model could be repeated elsewhere. There is a need to inform and educate AID mission population officers, who are far too often in reality health officers, without sufficient training in demography or population policy. However, providing

such training is not the prime responsibility of IPDP. Although the team feels that IPDP should concentrate on providing technical assistance to host country planners, it is equally convinced of the need to have well informed AID population officers in all countries.

Many of IPDP technical assistance activities have been conducted in conjunction with The Futures Group and incorporate the use of the Apple II computer. The team was asked to evaluate this activity and we have done so in the section which follows

Collaboration with The Futures Group

The team believes that IPDP has benefitted from its collaboration with The Futures Group, from RAPID, and from the presence of Apple II computers. The RAPID technique can be adapted to the needs of specific countries and IPDP can play an important role in that endeavor. One such example is the multi-sector economic-demographic model being developed for Tanzania.

In both Senegal and Rwanda, interest was shown in the development of elaborations of the RAPID project and in the general use of this mode of presentation. IPLP would do well to take advantage of this interest to advance towards the stated objective of increasing awareness of population dynamics among planners.

A second benefit indirectly resulting from RAPID is the enormous interest generated in the use of micro-computers for a wide array of projects. The proposed winter 1982 conference in the use of micro-computers was welcomed by all. There is a wide demand for new software packages, particularly those that would allow host country planners to make their own population projections under whatever demographic assumptions they chose to utilize.

It is in these two areas--extended use of RAPID techniques and assistance and training in the use of new software--that IPDP has provided considerable technical assistance to host countries and should continue to do so. Yet technical assistance to host countries means much more than developing models, either of the RAPID type or more complex as in Thailand and Mauritania. Indeed, based on our visits to three countries, other types of technical assistance can be of more value in some cases.

In Senegal, IPDP has offered technical assistance on specific projects. For example, in 1980, two regional planners helped improve computer mapping techniques. More recently in 1981, assistance was given to CONAPO in the analysis of survey data. Combining technical assistance with training, Mr. N'Diappe N'Diaye of the Bureau National de Recensement worked with J. Knowles on data analysis while in Chapel Hill, North Carolina, at RTI.

In Mauritania, K. Allen analyzed the data from the most recent census and developed a new age-sex distribution which avoided the many errors noted in the original material. This report was published and has proven to be very useful to Mauritania officials.

In Rwanda, the technical assistance has been somewhat limited though the need is great. Consultant Suzanne Smith Saulniers taught a course in research methodology at the National University of Rwanda in January 1982. We heard nothing but praise for that course and strongly urge its repetition, as well as other population related courses in future years.

In sum, the team was impressed with the quality and variety of technical assistance given by IPDP both to AID Missions and to host countries. This is an excellent area to expand if host country people are to be trained and in turn develop their own models depicting the importance of population dynamics as it relates to socioeconomic development. Three types of assistance warrant special emphasis:

1. More assistance to AID Missions to better educate and inform population officers, although it is recognized that such a task may not fall within IPDP commitments.
2. Substantial expansion of the use of microcomputers. IPDP should provide the technical assistance that will allow host countries to expand from the typical RAPID presentation to tailor-made, country-specific presentations. IPDP should, insofar as possible, make available to host countries the necessary hardware to take advantage of the new software programs being developed and applicable to demographic analysis. We are particularly excited over the possibilities that could emerge when a host country planner "discovers" for himself/herself that current levels of population growth cannot continue for long if socioeconomic development is to occur.
3. Aside from the above, various miscellaneous types of technical assistance are appropriate. Senegal can use more sophisticated advice in data analysis. Rwanda needs assistance as it plans to offer an MA degree in Economic Demography at their National University.

Some technical assistance is only very indirectly related to project objectives. Teaching a course in research methodology at the National University of Rwanda is one such example. Yet as a result of such a course, a number of young professionals will be better able to cope with their country's data and to better analyze such information. Hopefully, the end result will be an increased awareness of the role of population growth. The impact is admittedly indirect, yet useful.

On the other hand, development of the Human Resources Planning Model in Mauritania is an excellent example of a project which may or may not lead to a process that would eventually result in active government concern with population growth.

Overall, the team was generally pleased with the technical assistance provided by IPDP, but cautions against its becoming involved in projects which show little promise of contributing to population awareness on the part of the government in the foreseeable futures. Particularly in the last two years of this contract, it would be advisable for IPDP to concentrate on trying to achieve recognizable success in selected countries, rather than getting involved with projects that show little chance of success, as defined by the objectives of the contract. The team would also caution IPDP against becoming involved in technical assistance to countries where population programs are already in place and numerous aid donors provide assistance.

IV. IPDP AND FUTURES GROUP RELATIONSHIPS

Attention has been called in the last section to the IPDP-Futures Group relationship. From the point of view of host countries and AID Missions, it is sometimes difficult to determine where IPDP's role begins and The Futures Group's ends.

The team assumes that RAPID presentations are intended primarily for high-level policymakers to make them more aware of how population growth can impede socioeconomic progress. A side-benefit for most host countries is the gift of an Apple II computer for their permanent use. If this assumption about the "statement of work" for the RAPID project is fairly accurate, the IPDP role appears to be that of providing technical assistance for activities that follow up the original presentation. Occasionally, however, IPDP has helped with model-building and prepared or made presentations. It has used both the RAPID presentation and the Apple II computer for other activities of value to the host country. The team's comments on the utility of RAPID cannot be limited to IPDP's contribution, for one cannot separate the two with regard to comments from both AID Missions and host country staffs.

Seldom has a demographic presentation engendered such a wide range of comments as have the RAPID presentations in Africa. In Senegal, the reaction to the RAPID presentation was mixed. Yet the techniques of RAPID were widely accepted, so much so that it was felt that a new more sophisticated RAPID-type presentation prepared and presented by Senegalese personnel could be quite effective.

In Mauritania, K. Allen presented RAPID to USAID staff as well as to Embassy staff. While well received by this audience, the conclusion was that it was not appropriate for Mauritania at the present time. Ironically, the alternative was the development of a costly econometric model that presently incorporates only some of the linkages between population growth and economic development, but which has a large training and technical assistance component.

In Rwanda, RAPID has been very well received despite some early problems with presentations. Indeed, there have been some 20 to 25 presentations including most ministries, apparently all quite successful. Again here, however, there is a demand for RAPID-type presentations that go beyond the simplistic approach and that can be developed by Rwandan demographers themselves.

The Futures Group through its RAPID project has developed a specialized expertise in developing models depicting the impact of population growth on many societal sectors. IPDP has drawn on this expertise to enhance its own activities. Such a relationship is commendable. In recent months for example, The Futures Group trained Jordanian personnel in the use of Apple computers. The Futures Group assisted IPDP in preparing the Thailand cost-benefit analysis, and they collaborated on the

forthcoming Tanzania regional planning model. They also participated in the second fall seminar in Baltimore. The Futures Group has contributed its expertise in the presentation of the sectoral planning implications of rapid population growth in Zimbabwe. These are examples of the cooperation between the two organizations, a relationship that should be maintained.

To be sure, this does not clarify the relationship from the vantage point of the host countries or AID Mission staff. It was mentioned earlier that IPDP should benefit from RAPID presentations in two ways: one, by building on the RAPID technique in such a way that the occasional criticisms of RAPID presentations are not passed on to IPDP activities; and, two, by taking advantage of the computer facilities, that is the Apple II, to train local personnel.

Both IPDP and The Futures Group should always be on guard to avoid duplication of effort. On the whole, it appears that the two organizations complement each other very well.

The team was asked to specifically comment on the RAPID presentation at the 1981 donor's conference in Zimbabwe. These comments are necessarily based on a written script, while RAPID presentations are greatly aided by visual displays. Leaving this aside, it is judged that IPDP's role in Zimbabwe has been timely and constructive, and that it interacted effectively with The Futures Group. The Zimbabwe model was developed by The Futures Group in the short period of two months. Dr. Allen Kelley of Duke University then travelled to Zimbabwe on behalf of IPDP to help Dr. Mandishona (Director, Central Statistical Office) to prepare and rehearse a shortened presentation for the donor's conference. The technical demography was downplayed, and the implications of the model for rural development were highlighted. Judging by the written script, the presentation was relevant to Zimbabwe's economic problems and sensitive to local attitudes toward the population problem. Although attendance was a bit disappointing, the presentation at the conference apparently went well. Two other presentations for various ministries followed. The team had neither the time nor documentation to evaluate the technical soundness of the model or the validity of the underlying data. The important outcome is that Dr. Mandishona is interested in further IPDP assistance in the form of short-term training, additional presentations and development of the model, and preparing a publication on "Population and Development in Zimbabwe." Two staff members have already received short-term training under IPDP auspices at the University of Michigan. It is hoped that future collaboration will materialize.

V. RESEARCH

An integral part of the IPDP project involves the funding of research projects prepared by host country institutions. According to the Description of IPDP Activities,

. . . the projects themselves are intended to fill critical gaps of knowledge in population development relationships. Projects can be expected to promote the program's overall objective of encouraging planners to incorporate population variables into development planning.

By March 10, 1982, IPDP had received 43 proposals--8 had resulted in signed contracts; 7 more had been approved by AID-W, 14 were in varying stages of development; and 14 had been rejected for one reason or another. More proposals are anticipated in the future.

As currently described, the two major requirements for acceptance of a research proposal are: one, it should raise awareness of population and development linkages; and, two, it should make a contribution toward the overall objectives of incorporating population variables into development planning. These two requirements are commendable and should be closely adhered to. The goal of such research is to reach planners and policymakers. Therefore the findings must be presented in such a way that they can benefit planners and policymakers in their deliberations. Since only two studies have been completed, it is difficult to evaluate the usefulness of the research program. Clearly, IPDP should guard against overly academic work, while being constantly on guard against sloppy research. A middle path must be closely followed.

Unfortunately in the three country visits there was little opportunity to evaluate the impact of research activity. IPDP-funded research was in progress only in Senegal. The Senegal Bureau du Recensement project, "Demographic Growth and the Shift of Agricultural Labor to the Informal Sector," is an excellent example. The Senegalese will present their findings to planning and other government personnel. This outcome fits into the IPDP program perfectly. Indeed, this particular research activity could well serve as a model for other similar projects elsewhere. The topic is clearly population-related; the research is achievable with available data; it is relevant, can be presented in understandable language to policymakers and planners, and it should raise the awareness of the linkage between population and development.

Many other projects were also examined, most notably Population and Development in Rural Egypt, which has been completed. The team wondered about the status of this excellent report, including whether or not planners and policymakers will read such a long document, and whether or not it is possible to summarize the findings in an intelligent and readable

manner for their perusal. The team was pleased to learn that a seminar is being planned to discuss this report. Unless such preparations are made, the very best research is of little value insofar as the objectives of the IPDP project are concerned.

Based on a rather cursory examination of research projects under review or under way, the team feels that the research is relevant and should prove beneficial to the respective countries. The IPDP staff has apparently made considerable efforts to reach potential researchers in and out of government. The high standards and conscientiousness of the IPDP staff is reflected in their monitoring of research topics. From assisting with the actual preparation of the proposal, through assistance and training, through helping develop the final product, the IPDP staff is ready to give a helping hand. The result seen in Senegal has been a strong relationship between the two organizations and, on the individual level, between the monitor and the researcher.

Information about the review process was obtained from a number of sources. Complaints were frequently heard about the review procedures of AID. While poor, improperly planned, and irrelevant research should not be accepted, more accommodation to an LDC's capabilities are appropriate. In addition, it is well to bear in mind that time may be crucial in some instances. Dated research can be easily ignored by planners and policy-makers.

The team strongly recommends streamlining the review process, particularly within AID. Confidence was indicated in IPDP by awarding the contract in the first place, and this confidence has been validated by IPDP's development and monitoring of research projects to date. Certainly IPDP staff is capable of determining the quality of research proposals in their field of expertise. Complete decisionmaking by the contractor is not advocated. AID-Washington must have technical input, particularly through its cognizant technical officer. However, the need for evaluation by regional bureau specialists and the research review committee is questioned. The many stages of review consume time and energy, and suggest less than total confidence in both IPDP and AID-Washington's professional staff.

The evaluation team is concerned that every effort should be expended to disseminate research findings, and to insure that they are made readily accessible to policymakers and planners, and to others in simplified form. Concern about the impact of IPDP activities suggests that research projects which complement other IPDP activities in the same country should be preferred to research projects which stand alone such as Botswana I and Sudan I.

In the three-tiered approach to achieving the objectives of the IPDP project, that is, training, technical assistance, and research, the latter should not receive the same attention given to the other two segments. Research is useful; some findings can generate awareness or assist in planning. Research may also serve a training function. It may develop analytical expertise, particularly if it is conducted by in-country personnel. However,

other methods of training are probably more cost-effective. The bulk of IPDP funding should be devoted to technical assistance and training per se; no additional research projects should be solicited. The exception would be research projects that are linked to other IPDP activities in the same country, such as the cost-benefit studies in Thailand, Nepal, and Sri Lanka, and research with CONAPOC and BNR in Senegal.

VI. TRAINING

IPDP provides training to groups in the form of conferences and seminars, and to individuals in the form of support to attend existing courses at universities or by specially tailored training at the Research Triangle Institute (RTI) or elsewhere.

Conferences and Seminars

IPDP has organized two large seminars in the United States, one in fall 1980, and the other in fall 1981; a regional conference in Lome in 1980; and a number of smaller conferences of interest to specific countries. The conferences were intended to disseminate information about population problems, stimulate interest among planners in cooperation with IPDP, and solicit research proposals. The smaller seminars served primarily to disseminate research results.

The team's evaluation of the large seminars is based on the second of these (fall 1981, Baltimore, in cooperation with Johns Hopkins University), since the two were similar with respect to goals and curriculum, and improvements were made on the basis of the first year's experience. The seminar was planned with care. Participants were provided with background reading materials, and three papers were prepared by faculty especially for the seminar.

IPDP invited participants from most of the countries in which has worked, and some South and Central American countries as well. AID missions were eager to send participants, and the number attending had to be raised from a planned 20-24 to 34 on that account. In addition, some were turned down. The participants had high-level positions in planning ministries, statistical offices, population commissions, and the like. The seminar attracted exactly the kinds of influential people for whom it was designed.

The agenda for the Baltimore seminar was appropriate but perhaps too ambitious. Topics covered ranged from population dynamics and demographic methods, to data sources, projection techniques, determinants of demographic factors, modeling, cost/benefit analysis, population in sectoral planning (with separate sessions on education, health, employment, income distribution, and basic needs), and several others. This is a good deal of territory to cover in two weeks. While participants received a comprehensive overview of a large number of topics, perhaps it was more material than can be digested in so short a time and subsequently remembered.

The faculty for the conference was well selected in the sense that there were a number of internationally known experts and that each topic was presented by a person with unquestionable command of his/her subject. IPDP felt that a star faculty was needed in order to attract high-level participants, and to enhance the respectability of the message of the

seminar. However, prestigious experts are busy, and many apparently delivered their lecture and promptly departed. In retrospect, it might have been better to have had fewer faculty members, each of whom attended long enough to interact with the participants in a more leisurely fashion.

The team spoke with two seminar participants, M.E. Twagirayezu from Rwanda and Abd-El-Kader Faye from Senegal. Both enjoyed the seminar but expressed the opinion that it was too academic and covered too many topics. They would have preferred more intensive treatment of fewer topics and would have liked more time for discussion and for interchange of experience with participants from other countries. Also, they were a bit disappointed that many of the speakers were not available for individual discussions after the lectures. The written evaluations of the seminar seem to reflect some of the same criticisms, although it should be emphasized that written reactions to the conference were basically favorable.

In sum, the two fall seminars served the useful purpose of conveying information to key professionals from host countries and of helping IPDP to develop and strengthen working relationships with these people. Although expensive (about \$200,000 each), the seminars were worthwhile. Given resource constraints, the team does not believe that another seminar of this type should be held. Rather, IPDP should concentrate on topic-specific regional or country seminars in host countries, with host country officials and academics among the lecturers. Although such seminars would not attract people of the same importance as the Baltimore seminar, it would have several advantages. The materials presented could be tailored more specifically to suit the interests, knowledge, and attitudes of the audience. They could spread awareness among a larger group of people (including some middle-level officials), elicit more inter-group reactions, and strengthen contacts among people within a country who share a potential interest in population. Such seminars could also enhance the visibility of the sponsoring institutions. For example, CONAPO in Senegal seems to be interested in sponsoring a migration conference or a conference on population dynamics tied in with a new Senegal-developed RAPID presentation. At this stage, a series of such local conferences might have a greater catalytic effect for the same amount of money expended than another Baltimore-type seminar. Migration, experience with resettlement schemes, methods of making population projections, cost-benefit analysis, population policy, or population and basic needs are examples appropriate seminar topics.

A number of people in Africa to whom we mentioned plans for a regional seminar on micro-computers expressed great interest and enthusiasm. Several volunteered the advice that such a seminar should be at least two or three weeks in length.

Training of Individuals

In the first two years of the IPDP project, individual training has been limited, and with good reason--such training is relatively expensive. A few persons were sponsored for a one-semester program on "Population and Development" at the University of Michigan; a few received individualized training at RTI.

The team is convinced of the need for more trained personnel in the countries visited, and presumably in most other countries as well. Every country involved in IPDP activities could undoubtedly benefit from up-graded expertise in computer sciences, statistics, demography, research methodology, and population and development interactions. Only after this is accomplished will it be possible for in-country professionals to arrive at their own conclusions vis-a-vis the relationship between population growth and socioeconomic development. Being the recipients of computer hardware and software serves little purpose if the personnel is not present to operate the computers, to collect adequate statistics, to interpret the data, to understand the importance of demographic change and last, but not least, to interpret the findings for policymakers.

The need for trained personnel varies greatly from country to country. The team noted considerable expertise in Senegal; some, but not enough, in Rwanda; and next to none in Mauritania. Furthermore, two levels must be distinguished: the top echelon administrators, and the middle-level staff. An inventory should be taken of the capabilities as well as the needs in each country, and a determination of how to satisfy these needs insofar as that is possible within the IPDP mandate should follow.

The team does not recommend financing complete graduate programs that culminate in a Ph.D. in some relevant discipline. While such training is indeed worthwhile, other education-related contracts in and out of USAID are more suitable funding sources. There are numerous short courses in computer sciences, statistics, and demography in which appropriate staff people could be enrolled. Special, tailor-made courses can be found (or can be created if necessary) which are limited to three months or shorter duration. The International Statistical Programs Center (ISPC) offers three such courses, as do many universities in and out of the United States.

More specific recommendations are three-fold:

1. After a thorough examination of the country's needs, specific weaknesses in the training of high-level personnel should be noted. A "rounding out" of a person's relevant education may be needed or perhaps some retooling. IPDP should search for programs that fit these specific needs--preferably of a relatively short duration. The aforementioned Census Bureau's ISPC training branch is an example. In addition to its regular

programs, ISPC develops one- to three-month courses with specific goals in mind. The special one-term program offered by the University of Michigan should meet the needs of some English-speaking trainees. Many other programs could be located or developed. However, the match between program and participant must be almost perfect, including language.

2. Consideration should be given to offering two- or three-week courses within countries or, if appropriate, within subcontinental regions, in the language of that country or region if at all possible. These would not be intended for high-level personnel, but rather for the young, middle-level staff. The goal would be to develop a cadre of adequately trained people who can assist their leaders in getting the work completed. In addition, such a development would spread out and contribute to increased awareness of issues by more and more people in and out of government. Such mini-courses would concentrate on specific topics. The proposed micro-computer conference, if properly taught, could serve as an example. Other courses could be offered in demographic techniques, statistics, research analysis, and population and development. Much can be accomplished in a two- or three-week, in-depth program, held within countries and hence devoid of the frills and excitement of a visit to a developed country such as the United States. The cost of such short-term courses should be fairly modest, and the result should be a considerable contribution to the country's demographic and statistical needs.

Rwanda, in particular, expressed a desire for a special workshop on demography and statistics to be held in Kigali. We were told that 20-25 participants could be recruited for such a project. Such carefully designed programs will be appropriate in many other countries as well.

3. In specific instances, IPDP might investigate the possibility of assisting local universities to develop or improve programs in statistics and demography or in research methodology. There is also a need for introducing material on the interaction between population and development into courses on economics and demography. Perhaps mini-courses could be offered by universities. The mini-course on research techniques offered by Dr. Saulniers at the University of Rwanda last year was very well received, and Dr. Twagiramutara (Chair, Department of Sociology) would like her to return for a somewhat longer course of the same kind. Regular courses in population-related subjects might be made available through IPDP assistance and cooperation. For example, in Rwanda an MA degree in sociology and economics is in the planning stage, but awaits more instructors. While we do not see the university option as being fruitful in all cases, in some countries it might be worth pursuing.

In sum, the team is concerned that RTI's one-to-one training at Chapel Hill reaches relatively few people, and that emphasis should be shifted to other kinds of training activities. The results insofar as the objectives of the IPDP project are concerned will warrant such an effort.

VII. THE MAURITANIA HUMAN RESOURCES PLANNING MODEL

In Mauritania, IPDP developed a Human Resources Planning Model, in collaboration with Direction des Etudes et de la Programme, Ministère de l'Economie et des Finances. Economic planning in Mauritania is at a very early stage and suffers from an inadequate data base. Moreover, politicians are decidedly reluctant to advocate family limitation or child spacing, or to adopt policies designed to lead to fertility reduction. RAPID has not been shown to Mauritians for fear that it would arouse negative reactions. Thus the Human Resources Planning Model is intended to serve the dual purpose of rationalizing planning and data collection on the one hand, and taking the first step toward creating awareness among economic planners of the adverse consequences of population growth for welfare objectives, on the other hand.

The Human Resources Planning Model consists of five inter-linked sub-models:

1. The Demographic Submodel projects the population by age, sex, and location. It also gives information on demographic vital rates.
2. The Education Submodel gives the number of enrolled students in each class in primary, secondary general, and secondary technical school. A crude measure of traditional education is also included. In addition, the required number of teachers, classrooms, and the education structure of the available labor force are calculated.
3. The Manpower and Employment Submodel projects employment and demand for workers by economic sector and education.
4. The Nutrition and Health Submodel estimates the calorie and food requirements (by type of food) of the nomad, urban and rural sedentary populations. It also gives the WHO standard requirements for health personnel.
5. The Economic Submodel derives the national accounts and value-added in various sectors. This part of the model was developed by the Center for Research in Economic Development at the University of Montreal.¹

The model is intended as a planning tool. That is, it attempts to project a consistent development path for a number of inter-related variables. Its stated aim is to make forecasts over a 10-15 year period (1980-1995)

¹ See "Le Modèle de Projection des Agregats de la Comptabilité Nationale de la Mauritanie," Ministère de la Planification, Directeur de la Planification et des Etudes, Nouakchott, Mai 1977.

which are as accurate as possible, given Mauritania's limited data base. All the demographic rates are exogenous and are constant over the 15 years. For example, births are projected by assuming a constant general fertility rate of 211 per 1,000 rural and nomad women and 264 per 1,000 urban women aged 15-44. These rates are derived from the 1977 Census. The model does not link fertility to such variables as education, nutrition, or income change. Thus the only factor which can change the general fertility rate for the country as a whole is migration to urban areas. Similarly, survival probabilities are obtained from the Coale-Demeny model life tables assuming a life expectancy of 42 years for women and 39 years for men--unchanged from 1980 to 1995. In other words, the rising levels of health, nutrition, and education projected by the model are not permitted to affect death rates. Health and nutrition requirements are calculated according to WHO standards without regard to per capita income and food production constraints. To give one more example, the model assumes fixed unemployment rates for each educational level (again unchanged from 1980 to 1995) rather than deriving the unemployment rate from the discrepancy between the demand for and supply of labor. The use of fixed exogenous coefficients is conservative in that there are no Mauritanian data to show to what extent the rates in question would respond to economic and social change. Conceivably, the advances in education projected by the model are not sufficient to attain the threshold where fertility begins to decline. Conceivably, wages and technology are so flexible that unemployment (already high in 1977, the year to which the data pertain) will not rise further. The assumption that life expectancy will not be enhanced by the most ambitious health and nutritional effort projected is most difficult to swallow; but then, the health and nutritional targets may not actually be attained.

In brief, the model is technically sound and perhaps appropriately simple for a start. However, with its constant demographic parameters it will hardly yield accurate projections regarding population growth and its consequences for educational, health, nutrition, and employment requirements. Nor can a model without feedbacks and behavioral equations show how alternative development strategies may affect population growth.

Lest these remarks be interpreted as a criticism of Scott Moreland's impressive efforts, it should be said that in Mauritania one must take the long view. That is, the present model should be regarded as a stepping stone in the development of a planning tool which will be increasingly useful 5, 10, or even 15 years from now. An effort is now getting under way to relate food production as projected by the Economic Model to food requirements as projected by the Human Resources Planning Model. Other refinements are planned and will be undertaken as time and resources permit and as better data become available. Hopefully, these refinements will progressively clarify the role of population growth in the economic development of Mauritania.

In the meantime, the present model serves a number of useful purposes. Mauritanian personnel are being trained in model building, use of the model, and in the use of computers. Linda Neuhauser, Population

and Health Officer, USAID-Mauritania, praised the model as a vital step in the AID Mission's long-term objective of making planners aware of data needs and interesting them in analyzing data systematically (rather than on a piece-meal basis). The model should also be useful in coordinating data collection by various ministries. Awareness of population growth and its impact on development would, she believes, be a likely outgrowth of planning-related research. Mr. Terry Lambacher, Deputy Director of the AID Mission, presented a similar view of the functions of the Human Resources Planning Model. He sees it as part of the Mission's effort to develop Mauritania's statistical system, analysis capability, ministerial coordination in planning, as well as donor coordination. While acknowledging that the pay-off from the model building activities for the quality of planning and for population policy may lie 5-10 years in the future, Mr. Lambacher is convinced that IPDP activities fit into the "larger picture." He also pointed out that food production, nutrition and health are USAID priorities, and that all three are linked to population.

Mr. Assane Diop, Directeur des Etudes et des Programmes, Ministere de l'Economie et de la Finance, who was instrumental in initiating work on the Human Resources Planning Model, and guided its development, unfortunately was out of the country when the evaluation team visited Mauritania, as was Mr. Souleymanne Sow. Mr. Sow has been designated by Mr. Diop to work with the Human Resources Planning Model and has been trained at the University of Montreal to work with the Economic Model. The team interviewed Mr. Amadou Tidiane Ly, Deputy Director of Planning. He was aware of the Human Resources Planning Model, but admittedly was not well informed about on-going work. He discussed the embryonic and almost disjointed planning process in Mauritania, and made it clear that he expects the two models to lead eventually to better coordination in planning among ministries. Mr. Ly also sees the models as a tool for educating other ministries in planning methods and in the difficulties created by rapid population growth for the achievement of welfare objectives.

It can be concluded from these various observations that the Human Resources Planning Model has the potential for making a valuable contribution to Mauritanian economic planning. For this reason, work on the model should be continued. That is to say, this project merits AID support, quite apart from its possible influence on population awareness and policy.

The team's reservations about the IPDP project in Mauritania relate to its impact on population concerns, which at best will materialize several years into the future. This is true in part because Mauritania is at a low stage of readiness for family planning. Secondly, as pointed out earlier, the model in its present rudimentary state cannot forecast population growth or its consequences with any degree of accuracy; nor can it give planners new insights into the interactions between population growth and economic development. Third, even if the small group of planners who work with the model embraced the "population message," it is not clear how the message is to be spread to politicians and the public at large.

The impact issue led the team to inquire about dissemination of preliminary model projections. It is perhaps telling that neither Mr. Thomas Kumekpur, UNFPA demographer in Mauritania, nor Mr. David W. Carr, AID Mission Economist in Mauritania, were acquainted with the Human Resources Planning Model. There are, however, tentative plans for presenting the model and some of its implications to government officials at a conference which will also unveil first results of the Mauritania WFS.

In conclusion:

1. The Human Resources Planning Model is a useful tool for upgrading the Mauritanian planning process and the country's statistical system. Now that it has been started, refinement of the model and training of Mauritanian personnel should continue. Linkages and feedbacks between economic and demographic variables need to be developed in this process. However, the funds required for these activities in the future would most appropriately come from AID resources other than IPDP, given the importance of the model for economic planning, and its tenuous link to population policy in the foreseeable future.
2. The team's misgivings about the decision to work in Mauritania is based on the country's lack of readiness for a population policy and the inadequacy of data for econometric modeling.
3. Model building, related statistical activities, and computer training must be accompanied by dissemination activities which may spread awareness of the population problem from planners to others. This includes sponsorship of research projects which would lead professionals in other ministries or academics to consult the model or contribute toward its construction as well as popular presentations and preparation of simple publications. So far in Mauritania, the model building effort seems to be isolated in a single ministry, and surprisingly few people know anything about it.

Our "Scope of Work" called for an evaluation of the in-depth RAPID project in Jordan and the regional model being prepared for Tanzania, in addition to the Mauritania model. These tasks were omitted due to time constraints and the team's conviction that IPDP possesses considerable expertise in macro-modelling. Also, no written description or documentation of the Tanzania model has been prepared.

VIII. COSTS AND BENEFITS OF FAMILY PLANNING IN THAILAND

At the request of the Thai Ministry of Public Health a cost-benefit analysis of Thailand's National Family Planning Program was carried out by Dennis Chao and Karen Allen of IPDP in cooperation with Edward Abel and John Stover of The Futures Group. The study attempts to: one, relate expenditures on the family planning program to births averted by the program; and, two, to estimate savings on public expenditures for social services corresponding to the averted births. The purpose of the study was to demonstrate the high rates of return on investments in the family planning program and to convince planners of the importance of increasing financial support to the program.

RTI and The Futures Group evidently were able to respond to this request on very short notice and rapidly prepared a respectable document and presentation. It is impressive that, with work on the model beginning in April 1981, preliminary results were presented as early as August 1981 to Thai government officials, AID staff, and economists and population experts from international institutions in Thailand. According to the AID Mission in Thailand:

A broad segment of economists and population experts who were exposed to the model and methodology felt that it was technically sound. The results were presented in a way that could be readily understood by most lay persons. The analysis served the additional purpose of helping USAID to both understand and quantify the potential impact of reduced population growth on public expenditure levels. [By Mission cable.]

Between August 1981 and March 1982 the model was revised on the basis of criticisms and suggestions received from government officials and experts on cost-benefit analysis of family planning programs. The revised model was presented to Thai government officials and experts in March 1982. This work is an excellent example of IPDP's willingness and ability to make a timely and appropriate response to unanticipated requests by AID missions and host governments.

The cost-benefit model itself resembles the models underlying RAPID presentations in that it is highly simplified, makes do with a limited data base, and conveys a message that can be grasped easily by non-professionals. Some people appreciate the absence of complicating factors and qualifications, others are put off by the over-simplification and suspect that the results are exaggerated. The evaluation team feels that simple models and popular presentations are a necessary part of an effort to create awareness of the population problem.

The team notes with approval that the Thai cost-benefit model has been subjected to evaluation by a number of cost-benefit experts and has been revised by its authors to meet various criticisms. Further, RTI is

negotiating a research contract with Chulalongkorn University and the Ministry of Public Health under which Thai economists and demographers will refine and validate the model further. Many of the shortcomings of the model are due to the very limited data base from which it has been derived. Additional data are becoming available so that it will be possible in time to develop a more reliable model. In the meantime, we evaluate the model building effort, as far as it goes, as technically sound and competent.

The following comments should be interpreted less as criticisms of RTI's work, than as suggestions for improvements of the model. The evaluation team, along with some of the experts who have evaluated the model, feels uneasy about the calculation of the number of births prevented by the family planning program. These estimates are based on areal regression analysis, with regional and inter-temporal variations in per capita income and family planning expenditures as the only explanatory variables. It is well known that regression analysis is quite sensitive to model specification. The team has no quarrel with the use of a logistic function, but recognizes that some other functional forms would be defensible and might yield somewhat different results.

The estimates of births averted are based on per capita income data for four regions at five points in time (1962-78), and per capita family planning expenditures for the same five points in time. The government apparently allocates family planning funds to regions roughly on a per capita basis, so that these expenditures only have an upward trend over time but are undifferentiated by region at any one time. Thus the number of observations is small, permitting large sampling errors. Also, since per capita program expenditures are assumed to vary only over time, but not between regions, it is not clear how the number of distinct observations should be counted and how confidence levels should be calculated.

The time trend of family planning expenditures is bound to be co-linear not only with income, which is included in the regressions, but also with omitted variables which have an upward trend over time, most notably education and female age at marriage. Furthermore, the regression model assumes that causation runs only from income and family planning to fertility; but the fact that the income variable is on a per capita basis means that causation also runs in the opposite direction. It follows that the coefficient measuring the impact of family planning expenditures on the total fertility rate may be under or overstated. The authors do present a sensitivity analysis which suggests that the cost effectiveness of the program remains high, even when the expenditure coefficient is reduced by twice its standard error.

As additional data become available, we hope that the data can be disaggregated to create more geographic subunits, to cover more time points, and that a larger number of exogenous and endogenous variables can be introduced, especially regional and inter-temporal variations in the proportion of women of child bearing age, mean age at marriage, female education, and acceptors of private and public family planning

services. Hermalin (in the publication cited by the authors) outlines an example of path analysis which would represent a decided advance over the present model. One might also try a first-difference areal model to evaluate stability of results. It is further suggested that RTI test how changes in the number of women practicing contraception by region (see Table 1 of Dennis Chao's reply to John Daly) relate to fertility reduction, given some reasonable assumptions about person-years of protection.

Turning next to the reductions in public expenditures made possible by births averted, it is noted that a number of refinements of this analysis already are on the agenda for future research by the team from Chulalongkorn University and the Ministry of Public Health (see "Thailand: Country Strategy Paper," p. 16, items b-e). These refinements would seem to be very useful for obtaining more reliable figures. Mark Browning notes in his evaluation that some past increases in capital costs of education and health may be due to upgrading of facilities rather than extension of services. He also notes that there may be economies of scale in infrastructure provision to a denser population. These comments are worth taking into account. Further, the report by Abel et al., ignores two difficult issues. First, some people would contend that having a larger number of educated people available may benefit development, even if the proportion of educated people is held constant. Secondly, it might be argued that higher population growth would raise aggregate GNP, even if it lowered per capita GNP; hence higher population growth might increase tax revenues. Neither of these propositions can be verified or disproven, but they require brief discussion.

This last criticism leads to a final, more general, point. It would be helpful if the report on the cost-benefit model had a brief section on "limitations of the analysis." All cost-benefit methods have limitations, and simple methods usually are more vulnerable than more refined ones. It is a much better strategy to acknowledge these limitations explicitly than to allow the reader to suspect that the research is biased. The section on "limitations" might be followed by the discussion of validity tests and robustness of results, so as not to create undue skepticism. It seems to us that whatever caveats there may be in the report, they are hard to find and insufficient in substance.

Similar cost-benefit studies, tentatively planned for Nepal and Sri Lanka, would be an appropriate use of IPDP funds, particularly if most of the research were done by host country nationals.

IX. STAFFING

The team's evaluation of IPDP staff is highly favorable. Drs. James Knowles and Scott Moreland are capable and experienced population economists whose publications are widely read. Other staff members likewise have impressive educational and professional qualifications. Moreover, the staff is well-balanced and diversified, including economists, demographers and sociologists. Most members of the senior staff speak French fluently. Some have worked extensively in Africa; others are specialists in the Near East (Heilman) and Asia (Chao).

James Knowles, the project director, has done a remarkable job of building an excellent staff and initiating and directing project activities. His intellectual and administrative leadership is of the first order. The project could not have a better director. This high opinion of the staff is clearly shared by everyone interviewed by the team in Washington and in the AID missions in Africa. In particular, several members of the Washington AID staff praised IPDP's capability of responding quickly and effectively to unforeseen requests for expert assistance. Host country officials contacted also reacted very positively to the project leaders whom they have met (James Knowles, Scott Moreland, and Karen Allen).

As indicated in the section on the Togo office, the team's favorable evaluation of IPDP staff extends to Ms. Bamezon-Toulan who seems to be competent and well-suited for her job. The team understands that Mr. Peter Segbor was the best person who could be found to head the Togo office, but we feel that this role needs to be expanded.

There is little to say about the division of labor among staff members, except that the staff seems to be functioning well as a team. People are assigned to the activities for which they are best qualified and cooperate on projects when appropriate.

Staff skills are supplemented by RTI professional and administrative resources. The evaluation team did not have time to explore in depth the various ways in which IPDP utilizes RTI's technical and managerial skills. Both RTI officials and J. Knowles expressed satisfaction about the working relationship between IPDP and other RTI staff. During visits to Senegal and Mauritania, the team heard a number of favorable comments about the assistance provided by John Tomaro of RTI. His expertise and good judgment seem to have helped the AID missions in these countries to develop appropriate population strategies. They also helped IPDP in planning its activities.

Given the geographic and substantive scope of IPDP, the size of the staff is by no means excessive. If anything, the professional staff may be too thinly stretched. One of the few repeated complaints about the project was that staff visits to host countries are too short. While this problem may be due to the spread of the project over too many countries, it also indicates that the core staff is pressed for time.

Budget projections for years four and five envisage a staff reduction over the remaining life of the contract. In particular, the departure of Karen Allen (to attend graduate school) will reduce professional staff inputs. Ms. Allen has been a very strong member of the staff; her work in Rwanda and Mauritania received particular praise by AID personnel and host country officials who met her. It appears to the evaluation team that IPDP would be seriously weakened if Ms. Allen could not be replaced by a full-time person with equivalent qualifications. The team recommends that if necessary, AID provide a supplementary obligation for years four and five to make a full-time replacement possible.

It was originally anticipated that the IPDP project would require a minimal core staff and would rely heavily on task orders with other institutes and also call very heavily upon consultants. As the project evolved, it became apparent that the project required core, dedicated staff at RTI, and the contract was revised accordingly. The team briefly reviewed the work done during the earlier phase of the project under sub-contracts with other institutions and consultants and concluded that the evolution of the project in regard to reliance on RTI core staff is sound. Indeed, as the above comments on staffing indicate, the evaluation team attaches high priority to the maintenance of the RTI/IPDP professional staff at least at its current strength.

X. TOGO OFFICE

The contract between AID and RTI calls for the establishment of a field office in Africa. It envisages that this office will perform administrative functions, "identify target countries and host country collaborators in Africa and will engage in project monitoring, technical assistance, and dissemination of project results in Africa."

The regional office has been established in Lome, Togo. It is too early to judge whether it is capable of performing a vital function. The office had a slow start and, as of now, its activities seem to be quite limited. Apparently it was difficult to find an active and effective director for the office. Peter Segbor, the present half-time director, also is head of the Geography Department at the Université du Benin. The evaluation team did not meet with Dr. Segbor during its trip to Africa. He appears to devote little time to IPDP; at least the team was unable to learn of major concrete contributions on his part to IPDP work.

The evaluation team did meet with Ms. Bamezon-Ioulan, who had come to Dakar from Lome for an interview with the team. She was hired originally as a full-time administrator for the office and as a liaison with AID missions. From a description of her activities it appears that her functions have been extended to include assistance in developing and revising research projects in Anglophone Africa, as well as making arrangements for training, conferences, and consultants. She has travelled extensively and met many of the Africans engaged in IPDP projects. Lome was the site of a research conference in 1980 attended by researchers from East and West Africa, and a further conference is being planned for the coming year. The team was impressed with Ms. Bamezon-Ioulan's qualifications, commitment, and enthusiasm.

Nevertheless, the team was not convinced of the utility and effectiveness of the Lome office. IPDP's own activities in Africa are so dispersed and specialized that they seem to benefit only marginally from the existence of a coordinating office. If, as seems to be the case, AID missions in Africa have a felt need for an office to coordinate and promote their own population activities, it is not clear why IPDP should finance and administer this office. To be successful, a coordinating office needs a director who is capable of giving professional and political advice, who has many contacts and can make new ones, and who can suggest and initiate new activities.

XI. RECOMMENDATIONS FOR FUTURE WORK

The review team is impressed by the high quality of the IPDP staff and its accomplishments to date. The team's recommendations regarding possible new directions that might be followed over the remainder of the IPDP contract are discussed below. The team hopes that these suggestions will serve as a guide to the AID and IPDP staffs as they deliberate how to proceed and how best to succeed in reaching its stated objectives.

1. Too many countries have been included under this project, largely because of the pressure exerted from both LDCs and regional AID staff. The team, however, is convinced that all future activities should be concentrated in no more than 10 countries. Activities in countries where there is little hope that population awareness will spread from planners to others within the foreseeable future should be phased out. Countries where only one isolated contact or project has materialized should also be phased out. A further reduction might come about by focusing effort on the countries where IPDP is making the greatest inroads. Among the three countries visited, Rwanda and Senegal merit retention. Mauritania is questionable, at least as far as IPDP funding is concerned.
2. The team recommends holding a special workshop--perhaps under broader auspices than just IPDP. It is time once again to reexamine the entire issues of population and development policy, particularly as it relates to sub-Saharan Africa. How does population policy typically evolve? Are "socioeconomic development" and the delivery of family planning services the only ways to achieve lower fertility? How can awareness of the population problem be spread and reinforced? What intermediate activities may serve to facilitate the transition from population concerns among a small elite to widespread acceptance of family planning? Do we have sufficient understanding of the cultural and political constraints facing leaders in developing countries? We are sometimes frustrated by the lack of success in reducing fertility levels in developing countries, particularly in Africa. The findings from the World Fertility Survey justify a pessimistic view. Rather than throwing up our hands in despair, it is time to reexamine possible approaches without rancor and without preconceived notions. A workshop addressing specifically these issues is well worth funding if it is planned carefully. Some agenda suggestions have been outlined in Section II and will not be recapitulated here.

The proposed workshop is of potential benefit to AID and IPDP staff. It would be an effort, not so much to disseminate information, as to generate, pool, and debate ideas. The workshop

would take place in the United States, and would involve AID and IPDP personnel, demographers, economists, and population planners, including a few experts from developing countries which have experimented with population policies. If the workshop is successful, it should provide materials for seminars on population policy in some developing countries. These would, of course, have to be planned with the present state of awareness and cultural and political constraints of each country in view. These country seminars would be an important outcome of the workshop.

3. Conferences like those held in Baltimore and in Chapel Hill had some value at the initial stages of the project. Yet they only reach a relatively high level of personnel. The team recommends that any future conferences be planned as workshops or even as short courses and be oriented towards mid-level staff. They should be topic-specific, for example, mini-computer training. They should be oriented toward a country or region and taught there, not necessarily by "stars," but by competent instructors in the preferred language of that host country, if that is at all possible.
4. New research should not be solicited. Efforts should be concentrated henceforth on completing what has been approved and is already under review. An exception may be made for research projects which tie in with, or complement, on-going research or modelling activities. The end product (or an abstract thereof) should be presented in such a way as to attract the attention of planners and policymakers. Every effort should be made to assure that findings are made accessible to the appropriate people in the country, for example by translating them into the language of the country.
5. Technical assistance should be limited to 10 or so countries and should include "outreach" activities. Assistance should not be limited to ministries of planning; it should be made available to planners in ministries of health, education, labor, agriculture and so forth. Some technical assistance might well concentrate on the use of micro-computers. Extensions of RAPID-like presentations might be useful. It would be particularly helpful if IPDP could keep the host countries up-to-date on new computer software applications for micro-computers and for work connected with this project. Some countries have expressed a need for additional written materials in the fields of demography and statistics. This is not an expensive service and is well worth the assistance.
6. Training middle-level staff in computer science and statistics, in demography and research methodology, and in the economics of population, including the analysis and interpretation of data,

is critical in most countries. The team strongly recommends the development of mini-courses in host countries and the sending of individuals to existing short-term courses in the region or, if preferable, in the United States. One-to-one training in Chapel Hill would seldom be cost-effective. It should be reserved for key personnel of the most important IPDP projects.

7. The IPDP core staff should be maintained at its 1981/82 strength over the remaining term of the project. If IPDP is to reorient its efforts and to undertake some of the activities which we have suggested, it needs to be adequately staffed. Reductions in the core staff would be feasible only if IPDP limited itself to completing what is already under way.
8. It took IPDP the better part of two years to make the appropriate contacts in host countries and to get a number of important projects under way. Now that this has been accomplished, these projects and related activities should be promoted so that some real impact on population policy may be achieved. Budget projections envisage a phasing down of expenditures during the next two years. Some money will be saved by reducing the number of countries in which IPDP is active, by discontinuing the Baltimore type conferences, and by doing less one-to-one training in Chapel Hill. If necessary, AID should consider some supplementation of IPDP funding over the next two or three years, so that IPDP can move in some new direction and can build on its previous investments, i.e., on projects that have been started.

I. ORGANIZATION OF
THE RESEARCH TRIANGLE INSTITUTE (RTI)
AND IPDP

RTI is a not-for-profit organization performing research under contract with departments of federal and state government, corporations, industrial associations, public service agencies, and other clients. RTI was incorporated in December 1958 as a separate research affiliate, by joint action of the University of North Carolina at Chapel Hill, Duke University at Durham, and North Carolina State University at Raleigh. Research operations began in the spring of 1959.

RTI comprises four major multidisciplinary groups: Social Sciences, Statistical Sciences, Chemistry and Life Sciences, and Energy, Engineering and Environmental Sciences. Initially, IPDP started out as a sub-unit under the Center for Population and Urban-Rural Studies in the Social Sciences Group. It currently is an autonomous unit, but still in the Social Sciences Group. The IPDP Director, Dr. James Knowles, reports to Senior Vice-President Alva L. Finkner.

II. GENERAL ADMINISTRATION

AID Relationships

All written communications from IPDP to the AID contracting office are through the RTI contracting office. IPDP is authorized to make direct contact with the AID Cognizant Technical Officer in ST/POP. The team noted these direct CTO contacts are effective and have facilitated project execution. There is a spirit of mutual trust and respect.

Obligating Authority

The authority to obligate IPDP funds is restricted to the Director, the Deputy, the Project Manager and the Senior Vice-President, who must approve all overseas travel. No conflicts or procedural problems were apparent.

Personnel

Personnel actions for both exempt and non-exempt personnel are effected through the RTI central personnel office, which is responsible for compliance with RTI affirmative action procedures. Inquiry revealed no programmatic problems in the personnel area.

Budget

The project budget for five years was established at \$4,619,757 per the contract dated September 28, 1979. The budget was revised by amendment number 6, dated April 30, 1982. The total remained the same, but the object class distribution was substantially changed, as shown in Table 1.

RTI, exercising the line item flexibility authorized in Article V, Estimated Cost, has reduced the Other Direct from \$610,102 to \$344,299, and increased Travel from \$375,073 to a projected total of \$500,113. This travel includes host country as well as project staff travel.

These adjustments reflect the revised concept that major reliance would be placed on an expanded IPDP core staff with substantially less reliance on subcontractors. In evaluating progress on the program, the team concurs this was a useful and constructive action. See Appendix 1 for details on the initial and revised budgets.

TABLE 1
IPDP Budget Changes

<u>Object Class</u>	<u>Dollar Amount of Increase</u>	<u>Percentage Increase</u>
Salaries	\$ 338,471	43.43
Overhead	388,196	67.79
Consultants	44,933	89.90
Other Direct	454,126	391.15
G and A	20,301	5.70
Fee	1	--
TOTAL	<u>\$1,246,028</u>	

<u>Object Class</u>	<u>Dollar Amount of Decrease</u>	<u>Percentage Decrease</u>
Travel & Transport	\$ 125,040	25.00
Subcontracts	<u>1,120,988</u>	55.87
TOTAL	<u>\$1,246,028</u>	

Project Monitoring

The Director is responsible for the overall technical and administrative aspects of the project. To facilitate the management process, technical monitoring on a country-specific basis has been assigned to core staff members.

Administrative monitoring is an assigned responsibility of the Project Manager. These delegations appropriately identify the responsible "action" individuals and are judged responsive to IPDP needs.

Financial Status

After 31 months of operations (October 1979 - April 1982), and with 51.67 percent of the contract period completed, IPDP had expended \$2,457,426 (53.19 percent) of the \$4,619,757 budgeted. Overall, this is on-target. Expenditures of operating funds are running ahead of elapsed time in contrast to the overhead, G & A, and fee, as shown in Table 2.

At this stage of the project, the team considers it more advantageous to be slightly ahead of the budget time-frame than behind.

The acceleration of expenditures is self-evident, as observed from the data in Table 3.

The October 1981 - March 1982 expenditure of \$818,816 includes \$278,357 for the Fall 1981 seminar. If this is excluded, the net cost of \$540,459 is essentially the same as the previous six months, or about \$90,000 per month. With 29 months to go and \$2.16 million available, IPDP should be able to maintain current momentum throughout FY 1982 and FY 1983, and would be expected to make downward adjustments in expenditure flow from October 1983 through September 1984. The availability of the full \$2.16 million depends upon future funding action by AID. See Appendix 2 for a detailed comparison of budget to actual for this 31-month period.

Cost Recording and Accounting

As a major contractor to a number of federal agencies, RTI has a centralized and computerized accounting system with a chart of accounts suitable for projects such as IPDP.

At RTI, this project is identified by the code 1920 and has 51 sub-accounts. For example, all regional office off-site (Lome) costs are coded 1920-2; regional office on-site (RTI) costs are coded 1920-26.

Table 2
IPDP Budget Expenditures

	<u>Approved Budget</u> 10/1/79-9/30/84 (60 Months)	<u>Reported Expenditures</u> 10/1/79-4/30/82 (31 months)	<u>Percent</u> to <u>Budget</u>
Project Operating Funds	\$3,083,494	\$1,682,571	54.57
Overhead, G & A, and Fee	<u>1,536,263</u>	<u>774,855</u>	<u>50.44</u>
TOTAL	\$4,619,757	\$2,457,426	53.19

Table 3
IPDP Pattern of Expenditures by Six-Month Intervals

<u>Time Period</u>	<u>Total Expenditures</u>
First Six Months, October 1979 - March 1980	\$ 125,841
Second Six Months, April 1980 - September 1980	350,798
Third Six Months, October 1980 - March 1981	489,335
Fourth Six Months, April 1981 - September 1981	585,838
Fifth Six Months, October 1981 - March 1982	818,816
TOTAL	<u>\$2,370,628</u>

Personnel time for each sub-account is recorded on the standard RTI time report. Personnel costs are derived from these reports. Non-personnel costs (travel, supplies, etc.) are coded according to sub-account by IPDP when invoices are received.

IPDP receives a monthly print-out for each sub-account which reflects budget, the month's costs, prior costs and cumulative costs. There is also a master report that summarizes all sub-accounts.

Some monthly field expense reports are reviewed, coded and signed by IPDP before dispatch to the accounting office.

The system is designed for projects of this type and the team regards this aspect of contract administration as very effective.

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III. PROPOSAL PROCESSING

This topic is discussed even though IPDP is not, at this time, receiving or considering very many unsolicited proposals.

Each proposal received is assigned to a staff member, who prepares a written analysis of the proposed work and budget, with recommendations that the Director:

- a. return for revision, with specific instructions;
- b. submit to AID/W; or
- c. reject.

The Director makes a decision on the next course of action. Submissions to AID include the proposal, the staff analysis, and the Director's transmittal letter recommending the project for approval.

It is our judgment that this process provides a suitable level of quality control.

Consideration was also given to the time required to process proposals from date of receipt at IPDP until the date of AID approval. A review was made of all subcontracts, two task orders from the CPC, and one task order with JHU--a total of 14 projects. The range of time to secure AID approval was from 0.5 to 13.5 months; the average was approximately 6.0 months. This considers that the process may require IPDP to edit proposals, secure preliminary AID reactions, re-submit to the prospective P.I., coordinate with the concerned AID mission, and provide AID with the final proposal documentation.

Given the delays inherent in international programs, the performance of IPDP is considered very good. See Appendix 3 for a summary of proposal processing time.

IV. SUBCONTRACTING

Background

Many projects, including policy development, go through a preparation stage. Apart from initial staffing, there is the need to establish the program identity and purpose with USAID missions and national counterparts. IPDP went into this stage through brochure distribution, corresponding with former contacts (especially in Africa), and overseas travel. As a concurrent action, IPDP instituted a series of Task Orders (all as a part of Basic Ordering Agreements) with the University of North Carolina, the Johns Hopkins University, and The Futures Group. These early efforts were developmental and focused on project planning, preparation of issue papers, and assistance with implementing a seminar series.

Extent of Subcontracting

From October 1, 1979, through April 30, 1982 (31 months), IPDP initiated and/or developed 38 agreements:

	<u>Task Orders</u>	<u>Subcontracts</u>
University of North Carolina	12	-
The Futures Group	7	-
Johns Hopkins University	7	-
Various Agencies	-	12
	<u>26</u>	<u>12</u>

Of these 38 agreements, five were subsequently cancelled, failed of AID approval, or are inactive or in a postponed status. Of the remaining 33 agreements, 20 are completed, 11 are still active and two are awaiting AID approval. The net budget value of the 33 agreements is \$806,436, of which \$416,838 (53.2 percent) has been paid out as of April 30, 1982 (see Appendices 4, 5, 6, 7, and 8).

Task Order Issues

Initially, IPDP proposed the use of Indefinite Quantity Contracts (IQC), but this approach was disapproved by AID/W on November 21, 1979. The subsequent recourse to Task Orders was appropriate but not problem-free.

One of the three United States-based subcontractors had two expectations: (1) activities would be developed collaboratively, and (2) substantial emphasis would be put on research. As events transpired, the extent of collaboration varied somewhat between IPDP and the three agencies.

The Carolina Population Center (CPC) View

The CPC did not regard this as a collaborative project. Joint consultation on program direction and priorities was judged as not regular nor in a depth responsive to CPC expectations. The project focused on training and technical assistance, with less-than-anticipated emphasis on research.

The Futures Group View

The start-up process was slow, with consequent uncertainties. These smoothed out once the current director took charge. In general, The Futures Group found the IPDP management and administration prompt and responsive, which contributed to a comfortable relationship. There were no apparent problems with coordination of activities.

The Johns Hopkins University (JHU) View

JHU also remarked on initial start-up difficulties, attributable to limited IPDP staff resources. Overall, JHU praised the extent of IPDP cooperation and collaboration. There were no negative implications related to administrative aspects, an element that JHU preferred to leave to IPDP.

In reviewing the above, the team observes that IPDP needed to initiate suitable activities in order to meet contracted objectives. Further, there was an underestimate of the time required to: (1) publicize the project; (2) make solid contacts with relevant policy-making agencies; and, (3) convert ideas to proposals to AID-approved Task Orders. In this context, and while not ignoring the potential for collaboration, projects of this character

do not lend themselves readily to a "dispersed committee" management format. The IPDP decision to apply increased funding to technical assistance and training, at the relative expense of research, was programmatically sound. It enabled a substantial degree of contract compliance and may have as reasonable an expectation of promoting policy development as research would have had. Given the circumstances, time pressures, and AID/W influences, IPDP's planning and execution in the Task Order area have been in the best interests of the project.

Quality Control

IPDP does not have a standard quality control procedure to judge the merits of subcontractor performance. At the outset, IPDP staffing was minimized. Hence, subcontractor performance evaluation was necessarily limited to a "review" of deliverables. Modification, as required, was made "in-house," within available staff time.

Current Subcontracting Approach

For reasons already given, IPDP determined that it would be more effective to do more work "in-house." The April 30, 1982 modification to the contract authorized this process. The core staff was increased to 11, including two overseas, and the subcontract budget was reduced from \$2 million to \$856,000. Further, recent subcontracts and those in the pipeline are country-specific, with emphasis on population policy development research. IPDP has stated that they might continue to solicit assistance through Task Orders, but that the prescribed services would be specific and linked with host country research work.

V. FALL SEMINARS

Two major seminars have been conducted, one in Chapel Hill in the fall of 1980, attended by 22 participants from 15 countries; and the other in Baltimore in the fall of 1981, attended by 34 participants from 25 countries. The total investment for both seminars was \$428,763. The average cost per participant in Chapel Hill was \$6,836, and in Baltimore, \$8,187. Overall, the average cost per participant was \$7,656. See Appendix 9 for cost details.

VI. INDIVIDUALLY TAILORED TRAINING

Three selected instances of individually tailored training activities were reviewed.

Individual Training Activity Number One

Name: Mr. N'Diappe N'Diaye
Country: Senegal
Code: 1920-38
Category: Technical Assistance
Duration: February 1-15, 1982
Cost: \$9,360

In February, Mr. N'Diappe N'Diaye, Statistician with the National Census Bureau of Senegal (BNR) and principal researcher on Senegal-1, visited RTI for two weeks to work with Dr. Knowles in analyzing data from the 1979 National Labor Force Survey. Mr. N'Diaye and Dr. Knowles used SAS (a statistical software package) to analyze data on approximately 20,000 adult urban residents in an effort to learn more about the process by which migrant labor is absorbed into the urban work force. They also carried out a multivariate analysis of the determinants of fertility (surviving children) among urban women.

Individual Training Activity Number Two

Name: Jasanta R. Bhattarai
Country: Nepal
Code: 1920-46
Category: Training
Duration: March 6 - May 1, 1982
Cost: \$3,508 (Excludes travel and per diem costs, which were paid by the Mission)

As requested by AID-Nepal and by the National Population Commission (POPCOM), Mr. B.R. Bhattarai, a staff member of POPCOM, arrived in March for training in micro-computer programming. Mr. Bhattarai spent five weeks at Control Data Institute in Arlington, Virginia, receiving training in the fundamentals of computer programming and in BASIC language programming. He then spent two weeks at RTI where he received specific training in the programming of the Apple II computer. As part of this training, he developed computer programs for demographic analysis and learned how to use and apply existing software to population problems.

Individual Training Activity Number Three

Name: M Boubou Cisse
Country: Senegal
Code: 1920-47
Category: Technical Assistance
Duration: May 3-27, 1982
Cost: \$20,351

In May, M. Boubou Cisse, Economist at the Center for Applied Economic Research, University of Dakar, Dakar, Senegal, visited RTI for three weeks in order to receive assistance in carrying out analysis of a study on the causes and consequences of emigration from the Bakel region of Senegal. The data were from a survey of 888 households in 10 villages, which was carried out in 1976-77 with the assistance of United States institutions. The analysis, which made use of cross-tabular and regression techniques, focused on the correlates of emigration, the nature of remittances, the relationship between emigration and attitudes toward family size, and methods of agriculture. As an integral part of the assistance in programming and methods of analysis, M. Cisse was also trained in the use of remote computer terminals and a statistical software package (SAS).

The team concludes that these and other similar activities were in accord with the contract (Article I, B.2.c. (5), as amended), were properly monitored, and served to contribute to overall contract objectives.

VII. REQUESTS FOR CONSULTANTS

The RTI contracting office submitted 21 requests to AID for consultant approval during the period January 16, 1980 through February 2, 1982. On the average, the approval response time from AID contracting was 45 days. See Appendix 10 for supporting details.

VIII. LOME, TOGO REGIONAL OFFICE

General Background

Authority for a field office was provided in the contract by Article I, B. .a. (6), as modified by amendment number six dated April 30, 1982. Two IPDP staff members have been primarily responsible for the development and monitoring of the office: Mr. H.P. Minis and Ms. Mary Scott.

The initial (February 1980) action was the full-time employment of K.B. Dickson, a Ghanaian residing in Accra. His preliminary efforts were to effect relocation to Lome and assist with arrangements for the June 1980 Lome conference. He resigned in July 1980 to return to Accra.

After nine months of continued planning and a staffing search, a Togolese--Ms. Didi Bamezon-Toulan--was employed as a full-time administrator. This was followed in April 1981 by the appointment of a director, Dr. Peter Segbor, a Togolese, as a part-time (approximately 50 percent) consultant, compensated on a daily fee basis. Dr. Segbor was recruited from the University of Benin.

Regional Office Costs

From February 1980 through April 1982 (27 months), the total cost to open and operate the regional office has been \$108,414, with pending overhead commitments for \$1,377 (see Appendix 11). The current (January-April 1982) average monthly operating cost was \$9,547.

Lome Administration

General

The administrative processes have evolved through personal discussions between the Lome staff and Mr. Minis and Ms. Scott, either at RTI or in Lome. This has, as needed, been supplemented by correspondence. No written IPDP standard guides or procedures have been prepared, nor are they contractually required.

Finances

IPDP has provided a three month, \$12,600 cash advance, which is on deposit in two accounts at the Banque Internationale pour l'Afrique Occidentale (BIAO). One account is for operating expenses; the other is only for international travel. Both accounts are personal in the name of the administrator, who maintains her own private account at a different bank. She has sole signature authority on checks, including salary and consultant payments. Obviously, this is a trust and good faith arrangement. Cash replenishment, based on expense reports, is effected monthly by wire transfer to BIAO, Lome via BIAO, Paris from the Wachovia Bank in Durham, North Carolina. At the beginning, and as is often the case, there were delays in fund transfers. Repetition has smoothed this out and no problems are reported at this time.

Reports

Arrangements provide for monthly expense and activity reporting due by the fifth of the month following. The team reviewed expense reports for the period January-April 1982, and found them complete and in good detail. All expense reports are countersigned by the administrator and the field director. The timeliness of reports is influenced to some degree because the administrator has been away from Lome on project development work.

Personnel Benefits

The benefits extended to the regional staff include fringe benefits (sick leave pay and accrual, annual leave pay and accrual, Christmas bonus, and Social Security contributions); premium pay rates (overtime, holiday and Saturday/Sunday pay, and longevity step increases); and severance payments. These benefits are as established in January 1, 1980 by the "Combined Agency Agreement on Foreign Service National Employees Compensation Plan."

Communications

Non-urgent documents are collected and dispatched every Friday. Rush materials are mailed when prepared. Telephone communications are used when the urgency dictates. As needed, issues are resolved by telex, which is available in offices adjacent to IPDP. Telex contact at Lome is via the Hotel Benin on a fee-basis arrangement established by the administrator.

Lome Logistics

Office

In December 1980, an unfurnished house, plus toilets, at 6 George Bruce Street was leased until November 1983 to serve as the office. IPDP has the option to renew on the same terms for an additional year. The annual rent is 1,140,000 CFA, approximately \$3,684 U.S., plus about \$204 annually for utilities. Office equipment was purchased as a direct charge to the contract.

Travel Approval

The process for the Lome office is identical to that of IPDP at RTI. An RTI travel request is sent to AID and ST/POP secures USAID Mission concurrence. All travel arrangements are made in Lome, with the estimated time of arrival provided to the Mission from ST/POP in Washington.

IX. RECOMMENDATION

Requests for Consultants

The team recommends that the AID/W Contracts Office review internal procedures to expedite contractor requests for consultant approval.

Appendix 1

IPDP EVALUATION - AID/DSPE-C-0062
Initial and Revised Contract Budgets

OBJECT CLASS	INITIAL BUDGET PER THE CONTRACT September 28, 1979	PERCENT TO TOTAL	REVISED BUDGET PER MOD #6 April 20, 1982	PERCENT TO TOTAL	INCREASE (DECREASE)
Salaries	779,323	16.87	1,117,794	24.20	338,471
Overhead	572,608	12.41	960,304	20.80	388,196
Consultants	49,980	1.08	94,913	2.05	44,933
Travel and Transportation	500,113	10.82	375,073	8.12	(125,040)
Other Direct Costs	155,976	3.38	610,102	13.20	454,126
Subcontracts	2,006,600	43.42	885,612	19.17	(1,120,988)
G and A	356,220	7.71	376,521	8.15	20,301
	<u>Subtotal</u>	<u>95.69</u>	<u>4,420,819</u>	<u>95.69</u>	<u>(1)</u>
Fe	198,937	4.31	198,938	4.31	1
	<u>TOTAL</u>	<u>100.00</u>	<u>4,619,757</u>	<u>100.00</u>	<u>0</u>

Appendix 2

IPDP EVALUATION - AID/DSPE-C-0062 Financial Status as of April 30, 1982

CATEGORY	APPROVED BUDGET Oct 79-Sep 81 60 MONTHS	ACTUAL Oct 79-Mar 80 6 MONTHS	ACTUAL Oct 79-Sep 80 12 MONTHS	ACTUAL Oct 79-Mar 81 18 MONTHS	ACTUAL Oct 79-Sep 81 24 MONTHS	ACTUAL Oct 79-Mar 82 30 MONTHS	ACTUAL Oct 79-Apr 82 31 MONTHS	PERCENT OF BUDGET	BALANCE AVAILABLE 29 MONTHS
DIRECT LABOR									
On-site	1,064,306	47,867	118,318	222,770	370,738	518,286	542,147	50.9	522,159
Off-site	53,488	2,404	11,113	11,661	15,760	22,910	24,010	44.9	29,478
OVERHEAD									
On-site 90.0%	950,643	40,686	100,350	189,355	326,432	459,225	480,700	50.6	469,943
Off-site 19.0%	10,161	457	5,170	2,216	2,994	4,353	4,562	44.9	5,599
OTHER DIRECT COSTS									
Materials	34,758	250	1,334	2,189	5,515	10,431	10,743	30.9	24,015
Services	184,697	1,414	33,188	53,418	68,108	129,226	130,353	70.6	54,344
Shipping & Comm.	23,156	556	1,940	3,806	6,406	12,759	13,169	56.9	9,987
Travel	640,946	13,078	103,963	172,499	250,845	431,338	440,603	68.7	200,343
Premium Time	0	38	90	489	596	835	855	--	(855)
Major Equip.	0	0	0	0	717	717	717	--	(717)
Minor Equip.	3,643	0	15	15	2,926	3,899	3,954	108.5	(311)
Consultants	94,913	700	5,100	14,811	36,912	51,729	51,729	54.5	43,184
Subcontracts	885,612	2,426	34,569	168,555	256,162	397,929	416,837	47.1	468,775
Miscellaneous	0	492	1,374	2,086	2,796	6,508	6,592	--	(6,592)
Computer Service	80,470	0	3,947	9,805	22,407	29,543	30,040	37.3	50,430
Printing	17,505	0	0	0	167	232	232	1.3	17,273
CHASE Labor	0	35	359	433	1,265	7,149	7,283	--	(7,283)
CHASE Surcharge	0	76	460	554	1,148	3,200	3,307	--	(3,307)
Off-site Allowances	0	0	0	0	0	0	0	--	0
CHASE 10.0%	376,521	9,943	37,661	69,715	113,094	178,205	183,771	48.8	192,750
FEE	<u>198,938</u>	<u>5,419</u>	<u>20,526</u>	<u>41,597</u>	<u>66,824</u>	<u>102,084</u>	<u>105,822</u>	<u>53.2</u>	<u>93,116</u>
TOTAL	4,619,757	125,841	476,639	965,974	1,551,812	2,370,628	2,457,426	53.2	2,162,331

Appendix 3

IPDP EVALUATION - AID/DSPE-C-0062

Summary of Proposal Processing Time

SUB-K NUMBER	AGENCY OR COUNTRY	DATE OF RTI RECEIPT	DATE RETURNED FOR REVISION	DATE RETURNED TO RTI	DATE SUBMITTED TO AID	COMMENTS FROM AID	COMMENTS FROM MISSION/PI	DATE RESUBMITTED TO AID	DATE OF AID APPROVAL /REJECTION CTO	DATE OF AID REJECTION CONTRACTING	APPROXIMATE ELAPSED MONTHS
4-21 U	Egypt	7/25/80	--	--	7/29/80	8/18/80	--	11/11/80	--	1/13/81	6.0
5-21 U	Kenya	8/80	9/12/80	10/06/80	11/04/80	11/25/80	1/08/81	rejected by RTI	--	--	--
6-21 U	Nepal	7/15/80	7/30/80	8/14/80	9/22/80	10/06/80	11/23/80	11/14/81	--	3/20/81	7.5
7-21 U	Senegal	9/15/80	--	--	10/03/80	--	3/02/80	3/16/81	4/08/81	--	7.5
8-21 U	Upper Volta	3/09/81	--	--	5/19/81	--	--	--	6/04/81	--	3.0
9-21 U	Botswana	5/25/81	--	--	6/04/81	--	--	--	6/15/81	--	0.5
10-21 U	Sri Lanka	7/13/81	--	--	7/27/81 ^{a/}	--	--	--	9/24/81	--	2.0
11-21 U	Sri Lanka	7/13/81	--	--	7/27/81 ^{a/}	--	--	--	8/81 ^{b/} 9/24/81 ^{c/}	--	2.0
13-21 U	Thailand	8/24/81	--	--	8/31/81	--	--	--	9/03/81	--	0.5
14-21 U	Upper Volta	1/13/81	9/81	12/81	1/29/82	--	--	--	3/01/82	--	13.5
15-21 U	Upper Volta	1/12/81	9/81	12/81	2/05/82	--	--	--	3/01/82	--	13.5
Task Order 19 - CPC	Somalia	7/07/80	--	--	8/10/80	--	--	3/16/81	--	4/08/81	9.5
Task Order 111 - CPC	Jordan	4/17/81	--	--	5/20/81	--	--	7/10/81	--	9/28/81	5.5
Task Order 17-JITU	Sudan	10/81	11/05/81	1/26/82	2/03/82	2/82	3/19/82	4/13/82	--	4/21/82 ^{b/}	6.0

^{a/} approximation

^{b/} verbal

^{c/} written

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Appendix 4

IPFP EVALUATION - AID/DSPE-C-0062

Financial Summary of Subcontracts

	NUMBER	TOTAL ESTIMATED BUDGET	TOTAL EXPENDITURES (4/30/82)
A. Carolina Population Center (Basic Ordering Agreement)	12 ^{a/} T/O	\$441,428	\$201,108
Less #4 - cancelled		(1,870)	
Less #9 - no AID approval		(74,575)	
	<i>Net Budget</i>	364,983	
B. The Futures Group (Basic Ordering Agreement)	7 ^{b/} T/O	118,058	81,793
Less #3 - cancelled		(6,698) ^{d/}	
	<i>Net Budget</i>	111,360	
C. Johns Hopkins University (Basic Ordering Agreement)	7 T/O	183,391	92,683
D. Country/Other Subcontracts	12 ^{c/} Sub-K	199,679	41,254
Less 5-21 U - cancelled		(40,365)	
Less 11-21 U - postponed		(12,612)	
	<i>Net Budget</i>	146,702	
	GRAND TOTAL	\$806,436	\$416,838

^{a/} Includes T/O #4 and #9

^{b/} Includes T/O #3

^{c/} Includes 5 and 11-21 U

^{d/} \$288 spent prior to cancellation

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Appendix 5

IPDP EVALUATION - AID/DSPE-C-0062

CAROLINA POPULATION CENTER

Summary of the Basic Ordering Agreement and Related Task Orders (T/O)

T/O NUMBER	LEADER	START DATE	COMPLETION DATE	BUDGET	COSTS 4/30/82	CURRENT STATUS	REMARKS
1	Cogswell	1 Nov 1979	31 May 1980	14,834	11,530	completed	Coordinate activities for project planning; project development.
2	Freyman	1 July 1980	15 March 1981	49,503	43,719	completed	Preparation of 14 country issue papers. Initial duration of 6 months amended to 8.5 months.
3	Freyman	15 March 1980	15 May 1980	7,018	7,018	completed	Initial planning of 1980 Fall seminar; original budget of \$10,545 amended to \$7,018.
4	Udry	7 June 1980	15 June 1980	1,870	0	cancelled	Participate in Loué conference.
5	Freyman	15 May 1980	15 Sept 1980	20,630	15,029	completed	Organization of Population Development documents for 28 countries.
6	Freyman	1 Sept 1980	30 Nov 1980	36,945	22,793	completed	Preparation of curriculum and staffing for 1980 Fall seminar.
7	Cogswell	1 Sept 1980	30 June 1981	50,229	46,339	active	Preparation of 2 training summary booklets; project coordination.
8	Nizamuddin	22 April 1981	30 Sept 1982	86,547	36,934	active	Settlement schemes for Somali nomads.
9	Wolowyna	21 April 1981	31 March 1982	74,575	0	rejected by AID	Projection model for socioeconomic planning with endogenous migration. Did not receive AID/W approval.

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Best Available Document

Appendix 5, cont.

CAROLINA POPULATION CENTER - Page 2

T/O NUMBER	LEADER	START DATE	COMPLETION DATE	BUDGET	COSTS 4/30/82	CURRENT STATUS	REMARKS
10	Freymann	15 Oct 1981	14 April 1982	19,227	12,645	completed	Continued development of country briefing files. See T/O 10.
11	Nizaruddin	15 Oct 1981	14 Oct 1982	45,443	5,101	active	Jordan analysis of contraceptive prevalence.
12	Gulkey	15 May 1982	15 Oct 1982	34,607	0		Philippine technical assistance; awaiting AID/W contract office approval.

TOTALS 441,428 201,108

Appendix 6

IPDP EVALUATION - AID/DSPE-C-0062

THE FUTURES GROUP

Summary of the Basic Ordering Agreement and Related Task Orders (T/O)

T/O NUMBER	LEADER	START DATE	COMPLETION DATE	BUDGET	COSTS 4/30/82	CURRENT STATUS	REMARKS
1	Donald	1 Nov 1979	31 May 1980	8,818	2,425	completed	Project coordination and development. The original completion date of March 31, 1980 was amended to May 31, 1980.
2	Stover	21 May 1980	31 March 1982	45,497	40,564	completed	Technical assistance to the National Planning Council of Jordan. The original budget of \$35,619 was amended to \$45,497. The project, planned for 6 months, has been amended to cover a period of about 22 months.
3	Allen	NA	NA	6,698	288	cancelled	Assist Ministry of Planning, Mauritania, to design an Economic-Demographic projection model.
4	Stover	13 Sept 1980	26 Sept 1980	2,679	2,117	completed	Demonstrate RAPID model at 1980 Fall seminar.
5	Bye	9 Feb 1981	8 May 1981	17,034	16,925	completed	Sectoral Analysis of Economic/Social Factors in Relation to Size and Distribution of Zimbabwe's Population
6	Stover	15 May 1981	31 March 1982	19,750	19,474	completed	Socio-Economic Costs and Benefits to Family Planning in Thailand. Original budget of \$14,843 amended to \$19,750. The original duration of 2.5 months was amended to 10.5 months.
7	Stover	1 March 1982	30 Sept 1982	17,582	--	active	A Regional Population Planning Model for the Arusha Region, Tanzania.

TOTALS 118,058 81,793

Appendix 7

IPDP EVALUATION - AID/DSPE-C-0062
JOHNS HOPKINS UNIVERSITY

Summary of the Basic Ordering Agreement and Related Task Orders (T/O)

T/O NUMBER	LEADER	START DATE	COMPLETION DATE	BUDGET	COSTS 4/30/82	CURRENT STATUS	REMARKS
1	Sirageldin	1 Nov 1979	31 May 1980	11,410	10,270	completed	Project coordination and development.
2	Sirageldin	15 May 1980	31 July 1980	18,247	18,150	completed	Country issue papers for Tunisia, Jordan, Egypt, Syria, and Bangladesh.
3	Sirageldin	1 Sept 1980	15 Nov 1980	18,250	15,727	completed	Planning and teaching 1980 Fall seminar; exploration of research studies in Egypt, Syria, Tunisia and Bangladesh.
4	Sirageldin	22 May 1981	15 Dec 1981	43,392	41,608	completed	Preparation for 1981 Fall seminar. Original budget of \$40,641 amended upward to \$43,392.
5	Sirageldin	1 Sept 1981	31 Oct 1981	6,929	6,928	completed	Develop International Migration Project for Sudan.
6	McCarthy	8 Feb 1982	19 March 1982	6,640	0	completed	Needs assessment mission for Honduras.
7	Sirageldin	1 June 1982	30 April 1984	78,523	0		Impact of Emigration on Public Sector Productivity. Awaiting AID/W contract office approval.

TOTALS 183,391 92,683

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Appendix 8

IPDP EVALUATION - AID/DSPE-C-0062

COUNTRY/OTHER SUBCONTRACTS

SUB-K NUMBER	COUNTRY AND LEADER	START DATE	COMPLETION DATE	BUDGET	COST 4/30/82	CURRENT STATUS	REMARKS
4-21 U	<u>Egypt</u> El-Khorazaty	15 April 1980	15 Jan 1981	13,151	13,151	completed	Evaluation of the Impact of Rural Development Program, Interventions on Fertility; Egypt.
5-21 U	<u>Kenya</u> Duchon and Ottiens	NA	NA	40,365	0	cancelled	The Impact of Population Growth on Universal Primary Education in Kenya.
6-21 U	<u>Nepal</u> Raj Panday	1 April 1981	30 Sept 1982	34,160	13,837	active	A Cost-Benefit Analysis of Fertility Decline in Nepal. Duration amended from 12 to 18 months.
7-21 U	<u>Senegal</u> N' Diaye	15 July 1981	15 May 1982	11,720	9,962	active	Demographic Growth and the New Orientation of Agricultural Labor Toward the Informal Sector.
8-21 U	<u>Upper Volta</u> Coulibaly	1 Aug 1981	15 Feb 1982	23,245	0	active (awaiting overseas agency signature)	Regional seminars on the impact of migration.
9-21 U	<u>Botswana</u> Tlou and Kupe	1 Aug 1981	30 June 1982	14,545	0	active	Attitudes Toward Family Size and Family Planning. Duration extended from 5 to 11 months.
10-21 U	<u>Sri Lanka</u> Abeykoon	1 Sept 1981	30 Sept 1982	6,720	0	active	An Economic Evaluation of Family Planning Activities in Sri Lanka.
11-21 U	<u>Sri Lanka</u> Abeykoon	1 Sept 1981	31 Oct 1982	12,612	0	postponed	The Impact of Population Growth on the Achievement of Development Goals in the Mahaveli Project's H Area.
12-21 U	<u>Sigma One Corp</u> Franklin	10 Sept 1981	30 Oct 1981	1,700	1,700	completed	Technical services for Dr. David Franklin, 1981 Fall Seminar.

Appendix 8, cont.

COUNTRY/OTHER SUBCONTRACTS - Page 2

SUB-K NUMBER	COUNTRY AND LEADER	START DATE	COMPLETION DATE	BUDGET	COST 4/30/82	CURRENT STATUS	REMARKS
13-21 U	<u>Thailand</u> Kiranandana	1 Dec 1981	15 April 1982	2,604	2,604	completed	Conference on Research in Population Economics: Its Needs and Uses.
14-21 U	<u>Upper Volta</u> Dakuyo	15 May 1982	14 May 1982	18,956	0	active (awaiting over- seas agency signature)	The Dimensions and Determinants of Rural to Urban Migration in Upper Volta.
15-21 U	<u>Upper Volta</u> Zoungrena	15 May 1982	14 May 1982	19,891	0	active (awaiting over- seas agency signature)	The Impact of the AVV Settlements on Rural Income, Demographic Factors, Health and Education.

TOTALS 199,672 41,254

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Appendix 9

IPDP EVALUATION - AID/DSPE-C-0062
Cost Details - Fall Seminars

<u>COST CATEGORY</u>	<u>1920-4 FALL SEMINAR 1980</u>	<u>1920-16 FALL SEMINAR 1981</u>	<u>TOTAL</u>
Direct Labor	10,824	33,113	43,937
Overhead	9,106	29,802	38,908
<u>Other Direct</u>			
Materials	330	3,027	3,357
Services	16,770	32,694	49,464
Shipping/Comm.	146	3,313	3,459
Travel	64,884	104,263	169,147
Consultants	2,126	2,439	4,565
Computer	894	0	894
Subcontractors	31,928	43,308	75,236
Premium Time	149	17	166
OMASE Labor	62	298	360
Surcharge	117	527	644
Miscellaneous	496	3,210	3,706
ODC Sub	117,902	193,096	310,998
G & A	12,574	22,346	34,920
TOTAL	<u>150,406</u>	<u>278,357</u>	<u>428,763</u>
Commitment	291	3,680	3,971

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Appendix 10

IPDP EVALUATION - AID/DSPE-C-0062
Processing Time - Consultant Approvals

CONSULTANT	DATE REQUEST SUBMITTED TO AID	DATE OF APPROVAL	TOTAL ELAPSED "WORKING" DAYS
Bilsborrow	1/16/80	3/25/80	49
Boulier	1/18/80	3/25/80	47
Goldstein	2/02/82	3/12/82	28
Heidlage	4/19/82	6/04/82	34
Jansma	5/13/81	9/28/81	97
Juliard	9/02/81	12/18/81	76
Kelley	7/02/81	9/24/81	59
Kraly	2/02/82	3/12/82	27
Le Comte	2/06/81	3/20/81	29
McGreevey	2/02/82	3/12/82	27
Nizamuddin	2/17/81	3/20/81	22
Paqueo	2/18/81	9/28/81	157
Reed	9/11/80	10/21/80	27
Robinson	1/16/80	3/25/80	49
Rosenfield	2/02/82	3/12/82	27
Round	2/02/82	3/12/82	27
Saulniers	2/02/82	3/12/82	27
Schultz	1/16/80	3/25/80	49
Shima	8/21/81	9/28/81	25
Simmons	2/02/82	3/12/82	27
Wolowyna	2/02/82	3/12/82	27
		TOTAL DAYS	937
		AVERAGE DAYS	45

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Appendix 11

IPDP EVALUATION - AID/DSPE-C-0062
Cost Details - Lomé Office

<u>CATEGORY</u>	<u>COST CODE 1920-2 Off-site LOMÉ</u>	<u>COST CODE 1920-26 On-site RTI</u>	<u>TOTAL</u>
Salaries	24,010	8,750	32,760
Overhead	4,562	7,874	12,436
Materials	637	75	712
Services	12,567	579	13,146
Shipping/Comm.	1,042	746	1,788
Travel	10,673	11,627	22,300
Consultants	11,403	0	11,403
Equipment	4,400	0	4,400
OMASE Labor	0	76	76
Surcharge	0	18	18
Miscellaneous	79	83	162
G & A	6,379	2,834	9,213
	<u>75,752</u>	<u>32,662</u>	<u>108,414</u>
Commitment	677	700	1,377

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Appendix 12

LIST OF PERSONS CONTACTED

Senegal

Michael White, Health and Population Officer, USAID
Anna Bathily, Women in Development Officer, USAID
A. El Kader Faye, Executive Secretary, CONAPO
N'Diappe N'Diaye, Statistical Researcher, BNR
Ibrahim Diop, Chief of Statistical Office, BNR
John Herzog, Director, Project: Arrangements de Territoire, UNFPA
Abdala S. Bujra, Executive Secretary, Council for the Development
of Economic and Social Research in Africa
Didi Bamezon-Toulan, Administrator, IPDP Project, Lome, Togo

Rwanda

Alan Getson, Health and Population Officer, USAID
Eugene Chiavaroli, Acting Director, USAID
Robert Roberson, former Health and Population Officer, USAID
Ephrem Twagitayezu, Director, Ministry of Planning
Mdm. Habimana, Director, ONAPO
Christophe Boneza, Chief Demographer, ONAPO
Sylvere Habimana, Administrator, ONAPO
Celestin Nyabyenda, Chief of Services, ONAPO
Pancrace Twagiramutara, Chair, Department of Sociology,
University of Rwanda

Appendix 12, cont.

Mauritania

Linda Neuhauser, Health and Population Officer, USAID

Terry Lambacher, Deputy Director, USAID

David W. Carr, Mission Economist, USAID

Amadou Tidiane Ly, Deputy Director, Ministry of Planning

Thomas Kumeckpur, Demographer, UNFPA