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File LATF

MEMORANDUM

TO : AA/LA, Mr. Herman Kleine
LA/DR, Mr. Stanley Grand

THRU : LA/DP, Lawrence E. Harrison

FROM : LA/DP, Allison B. Herrick ABH

SUBJECT: Evaluation of the Latin American Teaching Fellowship Program FY 1971-1972 in the Light of LATF Proposal of September 10, 1972

A. For your information, attached are the following:

- A copy of the notebook prepared by LATF in anticipation of their meeting with AID representatives and in response to the questions posed by the Scope of Work for evaluation of the LATF project during fiscal years 1971 and 1972;
- Notes on my meeting with the staff of LATF November 17, 1972; TAB A
- The Scope of Work for Evaluation of the LATF project; TAB B
- Logical framework matrix for the LATF project; TAB C
- Evaluation Report; TAB D
- Analysis of AID field comments. TAB E

B. Based on analysis of LATF project documents, my all-day meeting with the LATF staff and analysis of AID field comments on the project, I have several general comments:

Congressional Justification: The last mention of the LATF project in a Congressional Presentation was in the Latin America Project Data Book for FY 1972, which showed an FY 1970 obligation of $50,000, which had been made as a one-time grant. The second and "final" grant, made in June 1971, was not listed in the FY 1973 Project Data Book. We were not required to list the project because it did not have an unliquidated balance and because there were no projected future obligations. If AID were to consider FY 1973 funding for LATF there might be a serious question whether we had complied with the Appropriation Act provision that "no part of this appropriation shall be used to initiate any

-1

project or activity which has not been justified to the Congress." At the least, we would probably have to notify both Appropriations Subcommittees of revival of the project. If we were to plan FY 1974 funding there would be an opportunity for prior justification in the next Congressional Presentation.

Congressional and Other Interest: LATF staff, fellows and alumni have generated an impressive amount of correspondence -- over 70 inquiries from Senators and Congressmen (including 8 on the Senate Appropriations Committee, 4 of whom are on the Foreign Assistance Subcommittee, and 3 on the House Appropriations Committee, two of whom are on the Foreign Operations Subcommittee), 10 inquiries from Latin American based corporations, and communications from two USAID Directors, one Ambassador, one former Ambassador and several other individuals of the Congressional correspondents. To the extent that all the correspondents are personally acquainted with the program with a fellow, or with a LATF representative, we should no doubt view their comments as indicative of some level of respect for the LATF program. This does not mean, however, that we should not consider the new LATF proposals on their specific merits and in the context of our interest in economic development and our budgetary constraints.

The FY 1971 and 1972 LATF Program (supported by AID grants in June 1970 and June 1971): A general review of the LATF program during the period of AID support shows no basic cause for concern about the management capability of LATF, the achievement of its stated purpose, or its orientation toward economic development in Latin America (see Evaluation Report TAB D). The audit you have asked the Auditor General of AID to conduct will provide an additional basis for judging LATF's management of the project.

The New Funding Request (see notes on visit to LATF under TAB A): Further dialogue with LATF is an essential prerequisite to consideration of the new proposal, which has five elements that have been presented only in generalized narrative form. The Executive Director and Director of Academic Affairs of LATF have participated in the creation of a logical framework to set forth the design of the LATF program of the 1970-1972 period (see TAB C). A similar rigorous exercise on their part to set forth the new proposal as a whole, as well as its five component elements, would provide AID with a much better basis for analysis and response to the proposal.

I have reviewed my experience with LATF with Stanley Applegate and Bill Miller. I understand that Mr. Miller is well along in his compilation of an analysis of international fellowship exchange programs having some similarity with the LATF program. Now that we are better informed about the content of LATF's new proposal, Mr. Miller is prepared to analyse them further and to enter into discussion with LATF.

2

NOTES ON MEETING WITH THE STAFF OF LATF November 17, 1972 - 9 am to 6:30 pm

Mr. Glenn met me at the airport and we drove to the office of LATF on the Tufts University campus, where he introduced me to the entire staff except for William Cloherty who was in Latin America soliciting support for the internship aspect of the LATF program.

The agenda for the day was as follows:

MORNING

I. Discussion, with Mr. Glenn and Lizbeth Lyons, Director of Academic Affairs, of the general history of LATF and changes of emphasis in its program.

II. Joint analysis of LATF program during the period 1970-1972 and completion of a logical framework for the project design.

LUNCHEON

III. Discussion of program development in AID, the legislative process, recent legislative history and budgetary constraints.

AFTERNOON

IV. Study of documents and reports organized by LATF for the purpose of the meeting.

V. Discussion of questions arising from reading of the documents.

VI. Specific questions on the five elements of the new LATF proposal.

Numbers I, II and VI are amplified below.

Numbers IV and V provided background for the evaluation report attached, TAB D

I. Discussion of the LATF Program with the Staff:

The professional staff of LATF in Medford includes the Executive Director, the Director of Operations (funding, development of internships), the Director of Academic Affairs, a Staff Director, a Recruitment Officer and a Staff Liaison Officer. In the field six representatives (four of them former fellows) are working on a full or part-time basis in Argentina, Guatemala, Peru, Brazil, Mexico and Venezuela. (See LATF Notebook I, B)

The three phases of the LATF program as described by Mr. Glenn are the graduate fellowship phase, the internship phase (which had seed money from AID), and, since early 1972, the field office and program expansion phase. The expansion has grown out of the experience and success of LATF fellows in Latin America. Requests for fellows have increased; requests are more clustered in scientific and technical fields; through their activities individual fellows have demonstrated the possibilities for creating linkages between research institutions and, between university and business or government; Latin Americans have asked LATF fellows for aid in seeking training opportunities abroad and financial support for their training; continuing relationships with certain universities or departments have been developed. (See LATF Notebook, I, A & D)

The development orientation of the program, and an increasing emphasis on development-related disciplines or fields, is manifest. The LATF staff sees the goal of the project as augmentation of the role of higher education in the developmental process. They believe, and feel that Latin American academicians believe, that higher education is a key element in the development process and that foreign technicians and scholars have an accepted and respected role to play by effectively and directly contributing to the growth of higher education. Placement of LATF fellows is concentrated in institutions that have shown a desire to be involved in the development process. The mix of disciplines has been shifted away from the humanities and political science to science and engineering and the so-called hard social sciences. (See Evaluation Report for details)

The expansion of staff has already taken place, with the addition of officers in Medford and establishment of field offices, despite the fact that funding for an enlarged program was not assured and the fact that Tufts University might not pick up the shortfall as it had done in the past. The proposal to AID includes $297,000 the first year for various kinds of administrative costs. Since the proposal was made, however, it appears that actual and budgeted donations will cover all but $53,000 of FY 1973 costs. Tufts University has indicated that if U.S. Government or Foundation funding is pretty well assured for FY 1974, it will pick up the interim shortfall. Thus the proposal is now more likely to refer to FY 1974 than to FY 1973. (See LATF Notebook, III, A)

II. Completion of a Logical Framework for the Project Design

Before meeting with the LATF staff, on the basis of documents in the project files (Grant, PIO/T's, LATF reports), I filled out a logical framework in draft as far as I was able. Its completion required the collaboration of LATF.

Joint completion of the logical framework matrix was conceived as a good vehicle for communication about the project and as a rigorous means of identifying and agreeing upon the specific elements of the LATF program that were supported by the two AID grants and would thus be considered in AID's evaluation of it. (See Tab C)

The draft logical framework had some gaps in factual information (overall budget levels and breakdown, numbers of fellows backstopped, etc.), and, as it turned out, there were some gaps in my understanding of the concept of the project. For example, I was unaware of LATF's interest in dealing only with institutions that had an express desire to be involved in developmental activities (i.e., ESAN, Simon Bolivar, U.delValle). Also, with the scant information available, I had been unable to see much of a role for the internships beyond their being a funding device, an input to the project. I learned that internships can be a vehicle for the establishment of linkages between private firms and institutions of higher education through, for example, the funding of a professorship in accounting by a firm that will be hiring accountants or the use of a firm's sophisticated equipment by students in science or technology.

Neither the continuing contact of LATF alumni with their host institutions nor the continuation of alumni in professions related to Latin American affairs are integral to the program as it has been conceived. Such continuing relationships and activities do take place to some extent, however.

(see LATF Notebook II G & H)

VI. Specific Questions on the Five Elements of the New LATF Proposal:

The five aspects of the LATF program for which AID support has been requested, as stated by LATF, are:

(1) the direct and major involvement of European and Japanese funding and personnel resources in Latin American education progress;

(2) the creation of university planning capacities to help set priorities and obtain resources in Latin America;

(3) the formation of an innovative and necessary program involving the transfer of technology to Latin America;

(4) an up-grading of Latin American involvement in the administration of inter-American programs such as LATF; and

(5) an expansion of recruiting procedures for obtaining qualified North Americans to teach in Latin America.

(see LATF notebook IV A)

A. LATF explanation of proposals for new areas of involvement:

(1) In its proposal for involvement of European and Japanese resources in the development of Latin America higher education LATF envisages an expansion of the internship program. Financial support will be sought from European and Japanese businesses with interests in Latin America. For fiscal year 1973 the target would be selection of 20 scholars in development oriented fields. The proposed support cost for recruitment and selection are $73,000, $63,000 and $53,000 for fiscal years 1973, 1974 and 1975. The increased cost in the beginning is attributable to the need to use European and Japanese consultants at $4,000 per year. Plans for future funding of support costs are not specified. LATF sees European and Japanese investment in Latin America increasing but observes that the foreign firms are not becomming otherwise involved in the support of economic development. LATF sees business supported internships as a funding device to assist both business and universities to move toward involvement in development. The staff believes it will be necessary to obtain home office support for participation in the internship program in Europe and Japan before soliciting financial contributions in Latin America. LATF has made initial contact with universities, foundations and companies in England, Germany and Sweden and is preparing to send recruiting materials out. Japanese firms have not as yet been surveyed to ascertain their interest in the program. LATF does not know of any similar Japanese supported program, but is aware of some European foundation support for Latin America education and specifically of a German Catholic bishops fund that supports social development.

fyi: The AISEC program also places non-US interns in Latin America but LATF reports that the orientation of the program is more in the direction of placing interns in business to learn business and less in the direction of involvement in development. The AISEC interns are usually short-term and are less advanced in their graduate work than LATF interns.

(2) Development of University Planning Capacity.

This part of the proposal is not as broad as its title would imply. Its primary purpose is to develop the LATF capacity to offer technical assistance to LA universities in response to needs they have recognized: to draw up proposals, design a plan of action, to develop a regional studies capacity or a physics curriculum. The plans to expand this kind of activity are based on past and current LATF experience. An example cited by LATF is that of the work of the work of Fernando Quezada in Belem, Brazil where he has been instrumental in developing the regional Amazonian studies capacity of the Federal University of Para. In some instances, particularly in relation to smaller universities, LATF contemplates offering assistance in determining the specific role the university could undertake in national development activities.

The cost for providing this kind of technical assistance would be about $45,000 per annum for personnel, office costs, and travel. The senior staff person assigned to this function would be Fernando Quezada, a Mexican who is fluent in Spanish, Portuguese, English and French. The projected cost over 3 years rises from $44,000 to $47,000, due to an inflation factor. The proposal does not sepcify plans for phasing in other sources of funds.

(3) Placement of 50 scholars in Science and Technology in Latin America.

This section of the proposal is designed to respond to the demand for scientists and engineers in Latin America. LATF is aware of other programs in this area -- LASPAU training program; National Science Foundation program to send specialized scientists to Latin America, especially Brazil; National Academy of Science; Organization of American States, which has financed very few North Americans since 1970; the recent U.S.-Mexico bilateral agreement for scholarly exchange. LATF believes its program has been specially designed to complement rather than to duplicate other programs. For example at CNPQ in Brazil, where chemists are highly specialized, a LATF fellow, a chemical generalist, has been placed to provide liaison between departments.

The increased regular recruiting costs for these science and technology scholars is projected at $12,400 per annum. LATF believes the key additional costs involved are those required to support 6 regional LATF field offices, at a total of $74,700 per annum. Since the stipends and travel costs for the more mature and specialized scientific scholars are expected to be higher than those for scholars in the current program on the average, LATF is requesting supplemental support for the scholars at $92,500 the first year, $47,500 the sedond year and $25,000 the third year. Increased U.S. and local institutional support is expected eventually to cover all the costs of the scholars.

(4) Involvement of Latin America resources in educational development.

LATF proposes a two-pronged approach to the increased involvement of Latin America resources in educational development: the development of field offices (already established, with at least one part-time LATF representative in each of six countries) and creation of four auxiliary educational service centers (modeled on the center already established at the Central America field office). This part of the proposal cannot be described as a new program element per se, since LATF has already staffed all but one of its branch offices in Latin America (Buenos Aires, Rio de Janeiro, Sao Paulo, Guatemala, Caracas, Mexico, Lima). The staffs of four of these would be expanded, however, in the formation of educational service centers; these staffs would include Latin Americans. The "involvement of Latin American resources in educational development" would be achieved through processing of requests for faculty assistance, equipment, and short-term expertise and obtaining of funding and personnel as well as through assistance to students wishing to study abroad.

The request for funds for this expansion of the field offices in Argentina, Peru, Mexico and Central America is $65,000 in FY 1973, $45,000 in FY 1974 and $32,000 in FY 1975.

(5) Expansion of U.S. Recruiting Effort.

LATF requests $28,700 per year for each of three years to increase the scope and depth of its U.S. recruiting and selection effort. The proposed fulltime staff member is already on board and was active during the FY 1972 recruiting year. During the winter 1971-1972 LATF generated over 1,500 inquiries and over 300 applications, selected 85 applicants, and had 50 acceptances.

During FY 1973 expectations are for 2,500 inquiries and 500 applications.

The LATF staff points out that whereas humanities and social science students usually show gaps in the chronology of their formal educational experience and are more likely to have undertaken jobs, foreign travel or fellowships, the students in the sciences, where service in the community or abroad is not a usual avenue of professional development, have usually gone straight through their formal education and have not considered going outside the United States. A special effort in recruitment is therefore proposed in order to fulfill the increasing expressed needs in Latin America for assistance in scientific fields.

B. Questions suggested for consideration in reviewing the new proposals:

(1) Japanese and European scholars:

a. Are the recruiting and placement costs of $3,000 per scholar too high, considering the costs for recruitment of U.S. fellows.

b. USAID Venezuela is negative toward support of a future program that places European or Japanese scholars and is interested only in potential for projection of a good U.S. image.

c. Would European and Japanese scholars be better qualified, or less costly to the host institutions, than U.S. scholars?

d. Isn't there potentially a greater language problem than with U.S. scholars?

e. The third year costs are projected at $53,000 - what plans are there for elimination of LATF staff and travel costs?

(2) Development of university planning capacity:

a. How broad is this proposal? What can one senior staff person reasonably be expected to accomplish?

b. The budget appears to permit a small central staff. Where will this staff be located, in the U.S. or in Latin America? Is other support for this activity planned, e.g. at the LATF field office level?

c. Are there other means and programs for meeting the needs described?

d. If this proposal represents a means to respond to targets of opportunity, can it not be financed by the recipient institutions or from donations?

(3) Science and technology fellows:

a. Is the need for the services of U.S. science and technology scholars well documented? Does it extend beyond what others are providing?

b. Can the host institutions in the countries requiring assistance in sicence and technology afford the cost of mature U.S. scholars?

c. Can expansion of this activity await generation of interest on the part of private donors?

d. Can this program be tied directly to AID-supported activities: professors assigned to replace LASPAU participants, or scholars assigned to train personnel of host country institutions receiving AID assistance.

(4) Involvement of Latin America resources in educational development.

a. Is it not more accurate to describe this part of the proposal as establishment or expansion of offices and liaison centers rather than as involvement of Latin American resources in educational development?

b. Will the field offices require additional support for this activity as well as for the placement of fellows in science and technology? What is the overlap in program and staff?

(5) Expansion of recruiting effort.

a. Given the present and projected magnitude of the LATF recruiting effort, is further expansion in staff and material necessary?

b. Is there an overlap between this activity and the special selection process for scientific personnel proposed at $12,400 per annum as part of item 3?

c. Won't the scope and depth of the required recruiting effort depend on the extent to which funds for fellows are generated?

d. Has the magnitude of the need filled by LATF been documented?

(6) General.

a. Should AID consider supporting field offices and fellowship programs in all countries or only those in which there is an established AID program? (Of the 116 fellows assigned since January 1, 1969, about 30 percent were sent to Argentina, Mexico and Venezuela.)

b. Should AID limit its commitment of regional funds to activities that are directly related to the current priorities of the USAID program in each country?

c. Should AID encourage increased placement of fellows in positions that are vacated by Latin American professors who are engaged in training in development related activities?

d. Considering the fact that the currently projected shortfall in the FY 1973 budget will be about $54,000, which is absolutely and proportionately less than the shortfall in FY 1971 and 1972, should AID contemplate FY 1973 support? (In fact, LATF appears to be ready to talk about FY 1974 instead of FY 1973)

e. Do the proposed expansions appear sufficiently realistic and appropriate for FY 1974 AID funding in view of current budgetary constraints on the Latin America program?

f. How is the need covered by other similar programs?

LA/DP:ABHerrick:11-22-72

BUREAU FOR LATIN AMERICA
SCOPE OF WORK
EVALUATION OF LATF PROJECT

General

AID has received a proposal from Latin American Teaching Fellowships (LATF) for approximately $1 million over the next three years to fund the following:

(1) direct involvement of European and Japanese international firms and scholars in Latin American higher education;

(2) assistance to L.A. universities in planning, and obtaining resources in Latin America;

(3) recruitment and funding of 50 science and technology teachers for Latin American universities.

(4) establishment of field offices and educational service centers to increase Latin American involvement in the administration of inter-American programs such as LATF:

(5) expansion of recruiting procedures for obtaining qualified North Americans to teach in Latin America.

Before such funding can be considered, AID wishes an evaluation of the previous project undertaken by LATF for AID in a more restricted and considerably smaller program. The evaluation will encompass at least the following points:

(1) Objectives of AID-supported activities.

Original statement of objectives and course of action of the project including financial provisions and degree to which they have been adhered to and/or validity of reasons for modification.

(2) Basic Data.

a) Full name, year recruited, present address and occupation, discipline, institutions (U.S. and L.A. university and business), academic degree, and number of years of graduate school, level and kind of professional experience, age and gender, language competence, of each fellow fielded by LATF.

b) Period served in L.A.; courses taught and/or research undertaken; amount of time spent at university and in internship.

(3) Effectiveness of project.

a) assessment of criteria for selection of countries, institutions, disciplines, and individual fellows.

b) Recruitment and management procedures employed.

c) Rate of completion of assignment by fellows.

d) Quantitative and qualitative assessment of the activities undertaken by the fellows in business internships and in teaching and research.

e) Degree of Latin American involvement during the project, and continuity within the institution after the departure of the teaching fellow.

f) Assessment of teaching and research activities engaged in by the returned fellows on their home campuses; success in stimulating further U.S. university involvement in Latin American institutional development.

(4) Administration and financing.

a) Program costs.

b) Administration costs.

c) Total financing including sources in detail and amounts.

d) Staff duties and responsibilities at LATF headquarters and details of field office arrangements, by country.

(5) Viability.

Efforts LATF has made to become financially independent of AID and the trend in obtaining other sponsors. If U.S. universities and U.S. and Latin business are benefiting from the program, what proportion of LATF overhead are they willing to contribute. If prior objectives not met, what assurances are there for the future. What is the basis for the future program by country/institution/disciplines; to what extent is program based on an analysis of Latin American needs.

AID 1020-28 (1-72)

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project: From FY 71 to FY 72
Total U. S. Funding $85,000
Date Prepared: ~~17 November 1972~~ LA/DP:LATF

Project Title & Number: Latin American Teaching Fellowships 598-13-660-512

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Program or Sector Goal: The broader objective to which this project contributes: To augment the role of higher education in the developmental process	Measures of Goal Achievement: Increases in: 1. No. of courses offered in development related fields. 2. Development-oriented curriculum/research capacity, especially in institutions with expressed desire to be involved in developmental activies 3. Financial and other linkages between university and private and government entities. 4. Links between centers of research.	University records LATF records	Assumptions for achieving goal targets: Universities continue to be functioning institutions and involved in development process.
Project Purpose: To provide U.S. fellows for university teaching and research in development-related fields through a privately supported program	Conditions that will indicate purpose has been achieved: End of project status. 1. 80% of fellows complete university assignments (a) 1 to 4 courses taught by each fellow (b) Research projects completed, results communicated (c) Curricula planned/revised and installed. 2. Int'nshp estab and interns placed 3. A.I.D. contribution phased out.	LATF records Survey of universities, government agencies and firms involved U.S. post observation/reports	Assumptions for achieving purpose: Individuals are able to perform as planned. Serious deterioration of bilateral relations with U.S. does not jeopardize program.
Outputs: 1. Selection, training and orientation and assignment of new fellows to L.A. 2. Mobilization of increased contributions from private sector in U.S. & L.A. for a) administrative costs and b) support of fellows. --- 3. Backstopping of fellows in L.A.	Magnitude of Outputs: 1. FY 71 / FY 72 / FY 73 plan 30 / 30 / 30 (Actual) 28 / 28 / n.a. 2. See below inputs reported in Nov. 1972 budget summary. --- 3. plan 40 / 65 / 80 (actual) (35) / (59) / (91)	LATF records Survey of universities, government agencies and firms involved U.S. post observation/reports	Assumptions for achieving outputs: Interest of participating universities in program. Qualified fellows are interested and apply in sufficient quantity. No drastic changes in economic situation Administrative capability of LATF.
Inputs: 1. AID funds 2. U.S. & Canadian firms 3. L.A. firms, gov't agencies a. internships b. donation 4. L.A. universities 5. Foundations 6. Other 7. Tufts U to cover shortfall (LATF Staff to generate funds from these)	Implementation Target (Type and Quantity) Actual / FY 71 / FY 72 / Plan / FY 73 1. $50,000 / 35,000 / - / - 2. 26,100 / 26,100 / 40,000 3. a. 97,289 / 122,099 / 196,400 3. b. 21,000 / 28,000 / 35,000 4. 45,400 / 88,219 / 212,000 5. 6,000 / 60,000 / 50,000 6. 19,425 / 28,038 / 93,500 7. 119,102 / 100,034 / - (includes $60,000 State Dept) ($12,00 U/ElSalvador) 8. Shortfall (53,896)	RECORDS: LATF Fletcher School of Law and Diplomacy	Assumptions for providing inputs: AID inputs will cease after FY 1972 No. American private sector firms and foundations remain interested in program. Growing numbers of U.S.-multinational and L.A. firms will make donations or support internships. L.A. universities can fully or partially remunerate for teaching/research.

AID SUPPORTED

TAB C

LATIN AMERICAN TEACHING FELLOWSHIPS

EVALUATION REPORT

This report refers to the questions posed in the Scope of Work for Evaluation of the LATF Project, October 25, 1972 (see TAB B). The logical framework for the project sets forth its basic design elements (see TAB C).

1. Objectives of AID-supported activities.

The purpose of the project was to provide U.S. fellows for university teaching and research in development-related fields through a privately supported program. The goal toward which the project would contribute is to augment the role of higher education in the developmental process.

The objective of AID Grant la-651 of $50,000 executed June 24, 1970, was to provide seed capital to enable LATF to cover, for a period of one year, certain necessary costs for the administration of its program and for mobilizing new funding contributions from the private sector so that at the end of one year, all administrative costs would be paid from other sources. Specifically, the grant was to cover executive and clerical salaries, staff travel expenses, a one-week orientation program for new fellows and certain other direct costs. It was not to cover support of fellows.

In that year some $215,000 was raised from other sources; Tufts University put up some $120,000; and the total program costs were about $385,000. Twenty-eight fellows were placed in the field, in contrast to 11 the preceding year; orientation was provided for 21 fellows; and internships were established with 18 firms and agencies.

But AID was asked for another, smaller grant of $35,000 as a final grant toward the administrative costs of selection, training and assignment to field positions of 30 additional fellows and to organize a major private sector fund-raising program.

In FY 1972 funds raised from other sources surpassed the FY 1971 amount by $135,000 and a total program of some $485,000 was administered. Another 31 fellows were placed in the field; orientation was provided to 28 fellows; another 18 internships were confirmed; and 48 new fellows were selected for future assignment. LATF had accomplished its objectives in recruiting and fund raising. It had also established offices for field representatives and expanded the headquarters staff. Given a $100,000 contribution from Tufts University, LATF had become self-supporting at the level of activity for that year.

2. Basic characteristics of the fellows (those assigned to the field between January 1, 1969, and November 1, 1972).

a. The fellows are mostly (73 out of 91) between 25 and 30 years of age; none are over 35. They have not had substantial professional careers before undertaking a fellowship assignment.

b. The proportion of completed PhD, MBA and JD or LIB degrees has been increasing -- from 5 out of 11 in 1969, to 8 out of 28, 15 out of 31 and 18 out of 20 in 1970, 1971 and 1972 so far. The others, almost without exception, with or without MA's, are at the dissertation stage in graduate studies.

c. While the level of graduate level accomplishment and experience have been upgraded, and each year's list has a greater proportion of scientists, the level of proficiency in Spanish or Portuguese (as reported by LATF) has not improved. In 1969 all fellows selected were classified as good or fluent in the language of the host country; in 1970 and 1971 four or five were fair or poor; and in 1972 nine out of 26 for whom we have language data were in the fair or poor categories. LATF does not offer language training but steers selected to one of several schools in Mexico to learn Spanish. Both ROCAP and Mexico have commented on the need for language proficiency.

d. The fellows are asked to commit themselves to a period of two full years abroad. For many of them, however, the basic university assignment is for one year or less. The 1969 and 1970 fellows remained about one year on the average. Among the 31 fellows selected in FY 1971, six have completed their assignments, seven are still there after more than one year, and the remainder have not finished assignments begun in CY 1972.

e. The proportion of fellows in technical or science-related fields and the so-called hard social sciences increased dramatically in FY 1971 and 1972:

Disciplines of Fellows	FY Selected 1971	FY Selected 1972
Technical or science-related fields (engineering, physics, chemistry, biology)	29%	54%
Hard social sciences (sociology, anthropology, psychology, economics), business administration, and education	26%	35%

Other: law, history, communications, political science, etc.	45%	11%
Total number	31	48

f. Of the 91 fellows in the field in the fall of 1972, about one-half hold internships. Of these, five have no institutional teaching or research affiliation, and only a few spend more than half of their time in the internship.

3. Effectiveness of the project.

From its inception in 1966 until about mid-1968, the LATF program was basically a fellowship program, supported by the Ford and Rockefeller Foundations, which provided grants to pre-doctoral North American students who committed themselves to part-time teaching at their host universities. The screening of applicants emphasized academic standir more than the discipline or field, although the needs of the host universities were considered in the placement of fellows.

Since 1968, during the period of development of the internship compone of the program and increasing support by the private sector in Latin America, the economic and social development orientation of the progra has increased.

We do not have sufficient information to make a thorough assessment of the contribution of the project to the role of higher education in the development process, but we do have the following:

a. LATF's report on completion of assignments. Of the 115 fellow on the program between January 1, 1969, and November 1, 1972:

- 41 (36 percent) completed their duties as originally assigned and did not extend their LATF assignments
- 33 (38 percent) completed initial assignments and continued with further assignments
- 38 (33 percent) were still on their initial assigment as of November 1
- 3 (3 percent) did not complete their initial assignments

b. LATF's description of criteria for selection of fellows (see LATF Notebook I, D).

c. Illustrative descriptions of the role of LATF in:

- stimulating involvement by others in the same field
- involving local institutions
- developing courses and curricula
- acting as a link between several centers of research
- establishment of a continuing relationship with certain institutions
- continuing ties of the fellows with their former host institutions (this is corroborated by U/Peru)

(See LATF Notebook I, D.)

d. As of July 1972 LATF was in contact with 76 out of 78 alumni fellows. Of these, 50 percent were employed in teaching and another 27 percent in government, law and international organizations. Ten percent had remained in Latin America or returned there for employment.

4. Administration and Financing.

a. Costs. The budget drawn up by LATF as of October 30, 1972, shows the ratio of program support costs to total costs rising from 27 percent in FY 1971 to about 35 percent in both 1972 and 1973 but diminishing to 25 percent in 1974. The AID portion of the total costs was about 13 percent in FY 1971 and 7 percent in FY 1972.

b. LATF has been raising money on the basis of an average of $550 per month for a fellow's stipend plus a ten percent administrative charge. For FY 1973 and 1974, however, the stipend itself is figured at about $600 to allow for inflation and for anticipated selection of more mature scholars. Rising costs are projected on the basis of a rapid expansion in the number of fellows, expansion of LATF staff and some inflation.

c. The amount of money generated on behalf of each intern, through teaching and internship, is available in detail. Additional funds on behalf of fellows are donations. There are some discrepancies, however, in the income shown from various sources as between the October 30, 1972, tables and the reports submitted to AID in May and September 1972. The May 1972 report, covering FY 1971, for example, refers to a total value of payments generated as a result of the AID $50,000 grant as $450,000; the budget shows a total income of only $387,000. The same report shows Latin American corporate support at about one-half the level in the budget. FY 1973 income of $60,000 through the Department of State/CU is not reported in the budget; nor is $12,000 committed by USAID/El Salvador. The contribution of Tufts University is not explicit in the budget.

d. The staff in Medford appears to be well organized and well occupied, with each member given responsibility for certain areas of activity. The recently established field offices are minimally staffed at present, with several representatives working only part-time for LATF. Several USAID comments indicate that field staff is important and that increased staff time could result in better program conception, better groundwork for assignments and greater coordination with national needs and other U.S. programs.

5. Progress toward becoming financially independent of AID.

The very nature of the LATF effort -- to provide U.S. fellows to Latin America through a privately supported program -- requires it to undertake a continuing major task of fund raising. To the extent that it has increased its total budget and its total program and has covered administrative costs with decreasing amounts of support from AID and from Tufts University, LATF can be considered to have demonstrated its viability.

Private North American corporate support began in 1967 and rose steadily to 1971. Ford and Rockefeller Foundation support was available in 1966 and 1967 but not subsequently. Significant new foundation sources include Tinker, Merrill and Taskob; and Ford, Kellogg and Borg-Warner are being solicited this year. Through the Department of State/CU, LATF has obtained Fulbright travel grants on behalf of a group of fellows in Central America, and in FY 1973 CU made a grant of $60,000 to cover the travel and stipends of several fellows.

The total amounts raised on behalf of the activities of the fellows (from host institutions, firms supporting internships and other sources) rose in both 1971 and 1972 and is expected to rise even further in FY 1973. Eight of the North American firms donating in FY 1971 repeated in FY 1972, as did three of the overseas donors, whose total contributions rose within the year.

Latin American Teaching Fellowship Program
Comments from Field Posts

On November 1, 1972 thirteen posts were asked for their comments on the LATF program. Among these Argentina, Brazil, Chile, Colombia, Guatemala, Mexico, Peru and Venezuela have had a several-year experience with from 10 to 23 fellows. Ecuador and Uruguay have received only two fellows: those in Ecuador began their assignments in January and August of 1972; and the two in Uruguay were unable to undertake the university assignments they had expected. The experience in Costa Rica, Honduras and Nicaragua, with well qualified one fellow each, dates only from the summer of 1972. ROCAP reserved funds in FY 1973 to finance one-half the salary of two fellows under the CSUCA Higher Agricultural Education Program but suitable highly specialized candidates have not yet been located. El Salvador has agreed to finance $12,000 toward the cost of a man and wife team of fellows due in January 1973.

LATF representatives have been calling on posts recently to offer assistance in providing information in response to our telegram request: in Peru (five separate field and home office staff members), Guatemala, Venezuela, and Argentina.

Factual information

There is general agreement between LATF and post reports on the names of fellows serving in each country, university affiliation, and time spent working as an intern. For all but a few of the 40 some fellows specifically reported on, in communications received so far, there are no significant discrepancies. For the two fellows assigned to Uruguay LATF did not state that teaching at the Uruguayan National University had been impossible because of politization of the institution. For a few fellows, LATF did not indicate the length of time (6 months or more) that each had been in the country before beginning any LATF sponsored activity. For a couple of others, LATF reported fulltime teaching and did not mention the internship reported by the post.

Qualifications of fellows.

On the whole, according to the field reports, the fellows were adequately or well qualified for their assignments. ROCAP commented, however, on the lack of language facility among those candidates whose resumes have been reviewed, and Mexico commented on the need for trained specialists with language competence, seasoned professionals rather than graduate students. Specific favorable comments on performance generally related more to the internship assignments than to the teaching assignments.

Program conception.

The reporting posts indicated little direct relationship between LATF fellowships and USAID priorities or programs. They suggested that 1) it would improve the program if the fellows were to fill the teaching positions of particular Latin American professors who were pursuing training outside their countries; 2) with further coordination the program might also provide U.S. training for a Latin American professor whose position was temporarily filled by a LATF fellow; 3) the fellows would have to be highly specialized if they were to fill positions of professors trained under many of AID's projects; and 4) careful program development and LATF field work could obviate some of the problems in placing fellows (e.g. in Uruguay). Venezuela praises the program but strongly opposes any U.S. Government subsidization of a program that would serve to increase the European or Japanese role. Mexico commented on the selection of LATF fellows in relation to the development needs of the country, suggesting the lack of a coherent plan geared to national and institutional priorities.

Comments of Mr. Purcell, State/CU, formerly CAO in Peru: the program apparently works best where the USAID has good relationships with the university involved; this, as well as the presence or absence of a LATF representative, might explain the differences in success in Peru and Uruguay; the fellows have done a good job at Catolica U. and ESAN in Peru.