

~~BIFAD, A. Kiehl~~

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PDWAKL23

August 7, 1981

ACTION MEMORANDUM FOR ACTING SAA/ST

FROM: ST/XII, Erven J. Long *Erven J. Long*

Problem: To obtain your approval of a five-year Matching Formula Title XII Strengthening Grant, as outlined in this memorandum and attached documents, to the University of Arkansas, Fayetteville, with an initial obligation of \$91,646 for approximately one year of activity. This action is in implementation of a recommendation made by the BIFAD to AID, via memorandum from Dr. Kiehl to the Administrator, dated 14 January 1981.

Discussion: The total estimated cost of the first five-year period of this program is \$1,021,299, of which A.I.D.'s estimated contribution is \$489,218, and that of the University of Arkansas, Fayetteville, is \$532,081. In addition, all indirect costs of the program are borne by the university. This Grant obligates \$91,646 for the first period of activity, which may not be less than, but may exceed, 12 months according to start-up time requirements of the Grantee.\*

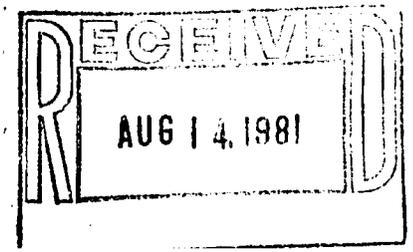
The proposal is outlined in the attached "condensed proposal," (7 pages) and in detail, including budget, in a proposal of 76 pages and supplementary materials of record in the file. We have closely examined this file and find that the objectives of the proposed program are consonant with the purposes of Title XII, and that all of the University of Arkansas, Fayetteville, strengthening program funds, from AID and from university sources, will be used to fund activities in direct support of these objectives.

AID's goal in making this Grant is to assist the University of Arkansas, Fayetteville, (U.A.F.) to enhance its capabilities, building on its own areas of greatest strengths, to participate in AID Title XII technical assistance, research and training programs.

The U.A.F. is usually accorded the distinction of being the first university to sign a technical assistance contract with an AID predecessor agency--a contract in Panama operative from 1951-1957. It has had a contract also in Bolivia (1972 to date) and a program of Collaboration with American International Schools in the Near East (1974 to date). Forty-one of the 139 faculty members (30%) of the College of Agriculture and Home Economics have spent a total of over 75 man-years on foreign assignments.

The overall goal of the UAF's strengthening program is "to give a unified direction" to the university's international development efforts on behalf of the developing countries, "to improve both quality and quantity of its commitment to LDCs."

\* As the operational characteristics are the same for all Matching Formula Title XII Strengthening Grants, I have summarized them briefly in Attachment A.



This it hopes to do through pursuit of four specific goals:

- I. Strengthen administrative framework for coordinating and developing international programs;
- II. Strengthen faculty awareness and capability to participate in international programs;
- III. Strengthen curricula and courses in agriculture and related areas as they impact on topics germane to LDCs.
- IV. Strengthen selected research programs and faculty for increased participation in international and agricultural programs.  
(Note: Unfortunately, the proposal often uses the term "international programs" as synonymous with AID-funded programs of assistance to developing countries. A letter of clarification from UAF indicating understanding that only the latter usage justifies strengthening program support is being supplied.)

Among major actions designed to achieve Goal I, the university will employ an Associate Dean of Agriculture to devote 40% of his/her time to LDC programs, and establish a University-wide committee to assist this official in those responsibilities.

To achieve goal II, U.A.F. proposes several major actions, including:

- developing and offering intensive courses in Spanish and French to faculty members interested in Title XII projects--followed by in-country language improvement assignments;
- providing faculty opportunities for specific course work, seminars, conferences, directed at LDC agricultural topics;
- substantially increasing library holdings on LDC agricultural and related topics;
- undertake programs to elucidate and strengthen the role of women in development, and to involve university women faculty into Title XII projects.

Pursuit of goal III will involve:

- establishing a special curriculum in agriculture and home economics concentrating on development in the LDCs;
  - developing special courses in LDC agriculture and related topics, and substantially overhauling several existing courses to make them more directly relevant to LDCs;
  - developing, in cooperation with the University of Arkansas at Pine Bluff (the state's 1890 university) public educational and informational programs, "clarifying the benefits derived by the local citizenry and the United States" from agricultural development work in the LDCs.
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University of Arkansas, Fayetteville (Continued) August 7, 1981

Goal IV will be achieved in part through creation of two new faculty positions:

- a small farm animal specialist with experience with management and technology of small animal production on small farms under LDC conditions;
- a specialist competent and experienced in food preservation and quality control under conditions characteristic of LDCs, especially concentrating or simplified, low cost, labor intensive, quality preserving techniques.

The university has set up a time phased implementation plan and a procedure, mechanism and criteria for evaluation (involving "inside" and "outside" evaluation teams).

This proposal is very well thought through, and directed squarely at enhancing the quality and quantity of input the U.A.F. can make to AID Title XII projects. Arkansas agriculture is characterized by small, relatively labor-intensive farms, with heavy emphasis on rice production, highly relevant, of course, to LDCs.

An outstanding feature of the proposal is the plan for formal cooperation with the State's predominately black, "1890" Land Grant University at Pine Bluff. Their strengthening programs will be synchronized to the end that response to AID proposals for technical assistance projects will normally be made as joint proposals by the two universities.

All material submitted by the University of Arkansas, Fayetteville, has been reviewed and evaluated according to the process approved by Action Memorandum to the Acting Administrator on April 2, 1979.

Recommendation: That you approve this five-year Matching Formula Strengthening Grant to the University of Arkansas, Fayetteville, at an estimated cost to AID of \$489,218 with an initial obligation of \$91,646.

Attachments:

- A. Operational Characteristics of Grant
- B. Condensed Proposal

Approved /s/ Bernard Chapnick for

Disapproved \_\_\_\_\_

Date 8/13/81

Clearances:

S&T/PO:ASilver Dues  
 BIFAD:EKiehl OK  
 S&T/PO:BChapnick \_\_\_\_\_

*EJL*

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**Brief Summary of Operational Characteristics of Matching Formula  
Title XII University Strengthening Grants**

The Grant is for a five-year term. The first obligation is for a period of activity, which may not be less than, but may exceed, 12 months according to start-up time requirements of the Grantee. This first period starts on the date of the signing of the Grant and concludes on a date to be indicated in the Grant document. Subject to the availability of funds, subsequent funding will be made annually on the basis of annual reviews. Also at this time, subject to mutual agreement, the term of the Grant will be extended to maintain a five-year advance program plan. For these purposes, a report will be required six months prior to the end of each obligation period. Such report will specify accomplishments and detail expenditures for the preceding year by program budget categories. It will provide also an updated Work Plan for the remaining years of the Grant, in substantial detail for the immediately succeeding year. This report will provide the basis for an evaluation to determine that the planned activities have been carried out, to identify the progress being made in strengthening the university's capacity to work in Title XII and, among other things, to establish that at least that proportion of the strengthening program equal to the proportion of the A.I.D. contribution consists of new activities at the university, as stipulated in the Grant. Decisions on the next year's funding and on extension of the Grant will be based on this review and on recommendations from the BIFAD. The terms of the Grant provide for adjustment or termination of A.I.D.'s contribution to the university strengthening program as a consequence of any failures of the university to work toward the objectives or satisfy the terms of the Grant. Successive-year obligations will be reduced correspondingly with any shortfalls in acceptable university contributions.

In no event may the annual level of A.I.D. support to the university, after the first five-year period, exceed 10 percent of its annual average volume of business for A.I.D. for the preceding three years. For the first five years, annual grants may exceed 10 percent but may not, in such cases, exceed \$100,000. In no case may the A.I.D. annual contribution exceed \$300,000.

In many cases the total estimated cost of the grant includes a university contribution greater than that of A.I.D. because of the ceiling on the A.I.D. contribution under the Matching Formula. In such cases the university will be held accountable only for an amount equal to the A.I.D. contribution. However, the total proposed amount is shown in the documentation to reflect the universities' stated investment intentions in support of their respective total strengthening efforts.

A.I.D., with BIFAD, will conduct an intensive review of the entire university strengthening program after two or three years to determine scope and nature of the future program. The individual university programs will similarly be evaluated intensively at that time, separately and in relation to the entire A.I.D. Title XII university strengthening program.



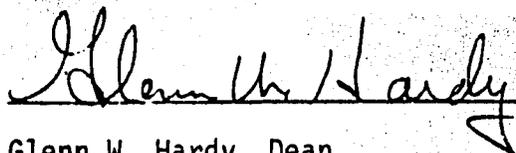
A Proposal for  
A MATCHING FORMULA  
TITLE XII UNIVERSITY STRENGTHENING GRANT

Submitted to  
THE BOARD FOR INTERNATIONAL  
FOOD AND AGRICULTURAL DEVELOPMENT

by  
The University of Arkansas

May 1980

Revised February 1981



Glenn W. Hardy, Dean  
College of Agriculture and Home  
Economics



James E. Martin  
Interim President



Condensed Proposal  
Title XII University Strengthening Grant  
University of Arkansas, Fayetteville

INTRODUCTION

As the land-grant institution of the state of Arkansas, the University of Arkansas, Fayetteville (UAF) is responsible for conducting the teaching, extension, and research programs in agriculture for the state of Arkansas. In this era of shrinking international boundaries and growing interdependence between countries throughout the world, particularly in the context of food and fiber production, the University has a commitment to address their concomitant responsibilities on an international basis as well as local and national. Scientific and economic awareness, as well as an awakening of our humanitarian consciousness, elicits a sense of responsibility for contributing to the further advancement of lesser developed countries (LDC) throughout the world. In order to better prepare itself for an expanded role in the agricultural development of the LDCs, the University of Arkansas, Fayetteville is applying for matching funds through the Strengthening Grant under the Title XII Amendment of the Foreign Assistance Act.

The University of Arkansas, Fayetteville has a considerable history of participation in international development both at the institutional and faculty level. Three institutional programs have been conducted by UAF in foreign countries: (1) The University of Arkansas Mission to Panama (1951-1957); (2) The Arkansas in Athens Program (1974-to date); and (3) University-to-School "Project Bolivia" Program (1972-to date). Forty-one of the 139 faculty members (30%) in the College of Agriculture and Home Economics have spent some 75 man-years on foreign assignments in 45 different countries. Numerous other faculty members from different colleges on the UAF campus have also participated in a wide variety of international development work. The principal thrust of this proposal is to design a program to further strengthen the capabilities of the UAF faculty and give a unified direction to international development efforts. In order to improve both quality and quantity of its commitment to LDCs, the University is pursuing the following goals within the proposed five-year program:

- I. Strengthen administrative framework for coordinating and developing international programs.
- II. Strengthen faculty awareness and capability to participate in international programs.
- III. Strengthen curriculum in agriculture and related areas as they impact on topics germane to LDCs.

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- IV. Strengthen selected research programs and faculty for increased participation in international agriculture programs.

SPECIFIC OBJECTIVES, CRITERIA FOR EVALUATION, AND PROGRAM PLANNING

Goal I

One of the major problems that confronts the development of any new program is that of proper coordination. Although there has been a significant amount of participation in international work by the UAF faculty, there has not been a coordinated effort; consequently, the University has not developed an ongoing program that would concentrate efforts on specific objectives. In order to remedy these needs, a firm administrative framework is proposed. In keeping with Goal I, UAF proposes to develop and implement an administrative structure that will administer the Title XII program, coordinate institutional and individual participation in all international programs, and develop effective linkages between UAF and Federal, State, and Private agencies involved in international programs. This will be accomplished by:

1. Employing an Associate Dean of Agriculture and Home Economics who will devote 40 percent of his/her time to international programs.
2. Developing a University-wide committee to assist and make recommendations to the administrative officer responsible for UAF international programs.

The College of Agriculture and Home Economics has filled a new position with the title Associate Dean on July 1, 1980. This person is responsible for the Title XII projects and acts as coordinator of other international programs.

The Associate Dean will be assisted by the UAF Committee on International Development Programs and Title XII Projects. This committee will be a combination of two committees that now exist and were responsible for the development of this proposal.

The duties of the Associate Dean will include the following:

1. Responsibility, in conjunction with the UAF Committee on International Development Programs and Title XII Projects, for program development to include:
  - a. Establish program priorities.
  - b. Develop and monitor specific objectives to be accomplished annually.
  - c. Provide leadership for faculty and curriculum development activities.
  - d. Develop and monitor program budgets.

2. Periodically review programs and issue progress reports to the responsible agency and the Dean of the College of Agriculture and Home Economics.
3. Coordinate the activities of the UAF Committee on International Development Programs and Title XII Projects.
4. Provide encouragement and support to assure developmental activities are accomplished.

The duties of the UAF Committee on International Development Programs and Title XII Projects will include the following:

1. Act in an advisory capacity to establish project priorities and guidelines.
2. Recommend specific objectives to be accomplished in coordination with the Associate Dean.
3. Review program budget development.
4. Participate in program review and evaluation.

#### Goal II

To accommodate Goal II, UAF proposes to:

1. Raise the level of faculty awareness about the needs of LDCs and the opportunities associated with international programs.
2. Strengthen the faculty's capability to participate in international programs by developing and enhancing foreign language capabilities, i.e. Spanish and French, and by expanding the faculty's cultural empathy through incentives to participate in socio-economic, political, and history courses/seminars.
3. Increase substantially the literature available at UAF germane to agriculture development in the LDCs.

The aforementioned goals will be accomplished by:

1. Offering intensive courses in Spanish and French through the Department of Foreign Languages. Following intensive on-campus training, faculty members may obtain release time for foreign language enrichment in a native tongue context.
2. Encouraging and providing appropriate release time for faculty and graduate students interested in international work to partake of selected international study courses, lectures, and seminars.

3. Instituting programs for on-campus foreign students to better prepare them for return to their native context.
4. Developing symposiums and seminars dealing with agriculture problems facing LDCs which would include agricultural experts from other universities as well as those from other developed and lesser developed countries.
5. Increasing substantially the library holding of books and periodicals concerned with agriculture development with emphasis on the LDCs. Specific emphasis will be on increasing our holdings related to small farm animals, food quality and preservation, and rice production in the LDCs.
6. Characterizing and elucidating the role of women in the LDCs with particular emphasis on agriculture development.
7. Involving women in the developmental process as well as the planning, designing, and implementing of Title XII projects.
8. Providing support for faculty and graduate students for travel to off-campus duty assignments and national/regional meetings whose major thrust is agriculture development in the LDCs.

### Goal III

One of the strongest attributes of the American agricultural system has been the education of the full spectrum of agricultural workers, e.g. producers, scientists, teachers, agribusiness, etc. This is the basic tenant underlying the land-grant college system and has served our populus well. To accommodate Goal III, UAF proposes to:

1. Provide an area of specialization within the agriculture and home economics curriculum for students to concentrate on agriculture in developing countries.
2. Develop specialized courses in agriculture development and fold into existing courses segments on agriculture development in the LDCs.

This will be accomplished by:

1. Providing an Option in International Development flexible enough to meet the needs and interest of students within the College of Agriculture and Home Economics.
2. The development and implementation of several new courses in agriculture with emphasis on LDCs, i.e. small farm agriculture, food preservation and quality control, and the role of agriculture development in the LDCs.

3. As the land-grant university in Arkansas, UAF is fully cognizant of the need to familiarize the citizenry with our international work and gain their support. Thus, through educational programs in cooperation with the University of Arkansas at Pine Bluff, the public will be apprised of our commitment to international agriculture. The underlying tenant of this effort is to convey to all citizens the nature of agriculture development work and its concomitant impact on LDCs. Clarification of the benefits derived by the local citizenry and the United States, in general, is of particular import and will be emphasized.
4. Providing release time, library offerings, and secretarial help to afford the faculty an opportunity to develop and/or expand international aspects of agriculture courses presently being taught with particular emphasis on the LDCs.
5. Increasing the number and scope of agriculture development course offerings.
6. Boosting the enrollment of students in agriculture development courses.

#### Goal IV

To facilitate this goal, UAF plans to create two new faculty positions in the College of Agriculture and Home Economics. These faculty members will act as leaders in the strengthening process at UAF and their research and teaching will be committed to international agriculture work in the LDCs. Their initial charge and commitment will be to determine what technology, research, and extension programs currently developed or being developed at UAF are potentially applicable to the LDC context. It is envisioned that over time these faculty positions will be assigned to different departments throughout the College as deemed most advantageous to the strengthening of our role in international agriculture. Initially, these faculty positions will be utilized for:

1. A small farm animal agricultural specialist with experience in small farm management and technology practices, particularly as they relate to LDCs. This person will be well versed in labor-intensive animal production. He/She will work in direct consultation with members of the Animal Science Department. This person's expertise will be utilized in the establishment of a coordinated small farm animal agricultural program for teaching, research, and extension purposes.

2. A specialist who is well versed and has expertise in food preservation and quality control, particularly as related to the LDC context. It will be this scientist's task to establish technology for simplified, labor-intensive, and low-cost preservation methodology to minimize quality deterioration and spoilage, particularly as it relates to the developing context, e.g. tropics or subtropics.

It is anticipated that the funds allocated for the aforementioned faculty positions may be distributed, not only as indicated, but divided between several faculty members if this will produce optimum results.

### MANAGEMENT AND EVALUATION

The University's international capabilities will definitely be strengthened and enhanced by attaining the aforementioned goals. Proper and principled management and evaluation techniques will be necessary in the planning and implementation of this undertaking. The following are of principle concern:

1. To promote collegiality, both on a college and university basis, whereby the relevant faculty and disciplines are tapped to create the broadest possible approach to solving the development problems in the LDCs.
2. Maximize interaction between all those involved in order to develop an informed resource base.
3. To objectively evaluate program performance.
  - a. Periodic reviews will be conducted by internal (see Goal I) and external evaluation teams. The annual external reviews will be conducted by two experienced international program administrators.
  - b. The following criteria will be used:
    - 1) Does the activity proposed focus on UAF's capacity to assist in the resolution of a significant problem, issue, or process related to the LDCs?
    - 2) Will the activity help to promote collaboration and build academic and research linkages between our faculty and faculties at institutions both here and abroad with mutual benefits to both?
    - 3) Can the proposed activities be realized within the stated time frame and financial resources available?
    - 4) Does the proposed activity contribute to strengthening of the overall competence of UAF to work on Title XII type programs?

4. Devise a simplified and effective communications network between BIFAD and all facets of the University, r.e. planning, budgeting, and program evaluation.
5. The establishment and maintenance of program continuity.
6. Development of an effective dissemination network for findings/results where germane and appropriate.

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