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**Supplement to the
Directory of Resources for
Project Management Assistance**

January 1977

Agency for International Development
Washington, D.C. 20523

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FOREWORD

Sound project management is a continuing need of all countries in their efforts to achieve economic and social progress. In 1975 A.I.D. published a Directory of Resources for Project Management Assistance which listed some organizations with experience related to this need.

Since 1975 we have learned of additional organizations with similar experience. This Supplement to the Directory lists organizations that have been brought to our attention and that responded to requests for information. The inclusion of an organization in the Directory reflects the emphasis the organization gives to project management in its work, and the relevance of its experience to AID's program interests in cooperation with developing countries. The descriptions are based on material supplied by the respective organizations, edited for uniformity and space requirements.

Specific capabilities of the organizations to undertake assignments have not been evaluated, and no A.I.D. endorsement is implied. Evaluation of capabilities is the responsibility of the user.

Numerous well-qualified firms and organizations have doubtless been overlooked in this compilation, and new ones are continually being formed. The Directory and Supplement should be seen as only one listing of information on resources. Prudent procurement procedure requires broader canvassing and comparative evaluation. Any A.I.D. selection would, of course, have to conform with A.I.D. Procurement Regulations.

The following definitions apply to the Supplement as well as the original Directory:

1. A "project" is defined as a set of activities with a specific development objective, definite beginning and ending points, and an allocation of resources. The project cycle includes identification, feasibility determination, formulation, appraisal, implementation and evaluation.
2. Emphasis is on management capabilities (as distinct from other technical capabilities) that can achieve results from public and private sector projects in key sectors, including agriculture, education and health, as well as projects in industry and infrastructure. The resources described are those for assistance in planning and implementing development projects: advisory, training and research services.

In sum, the Supplement is designed to provide users in A.I.D. Missions and cooperating organizations with a wider view of the kinds of supporting information, techniques and services available to strengthen project management capabilities in the developing countries. We would welcome

comments from users to help increase our knowledge of the sources of
and needs for such information. Please address correspondence to:

Director, Office of Development Administration
Bureau for Technical Assistance
Agency for International Development
Washington, D. C. 20523

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CLASSIFICATION OF ORGANIZATIONS

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|---|--|----------------------|--|---|----------------------|------------------------------------|---|-------------------------|----------------|---|
| TYPE | | | | | | | | | | |
| Advisory | X | X | X | X | X | X | X | | X | X |
| Training and Education | X | X | X | X | X | X | X | X | | X |
| Research | | | X | | X | | X | X | X | |
| FIELD | | | | | | | | | | |
| Agriculture, Agribusiness | X | X | | X | | | | | | X |
| Banking, Credit | X | | | | | | | | | X |
| Computer | | | | | | | | | X | |
| Construction | | | | | | | | | X | |
| Cooperatives | X | | | | | | | | | |
| Development Administration | | | | X | | | | | | |
| Education | | | | X | X | | X | | | |
| Engineering | | | | | | | | | X | |
| Environmental Plans | | | | | X | | | | | |
| Evaluation | X | X | | X | X | X | X | X | X | X |
| Feasibility Studies | | | X | | X | X | | | X | X |
| Financial Management | | | | | | X | | | | |
| Fisheries, Aquaculture | | | | | | | | | | |
| Health, Nutrition | | | | X | X | X | X | | | |
| Industry | | | | | | | | | | |
| Information | | | | | X | X | | | | |
| Manpower, Labor | X | | X | | | X | | X | | X |
| Marketing | X | | | | | X | | | | X |
| Management Aids (CPM, PERT) | | | | | | | | | X | |
| Operations | | X | | | | | | | | |
| Organization | | | | | | | | | | |
| Planning Analyses, Studies | X | | X | X | X | X | X | X | X | X |
| Population Planning | | | | | | X | | | | |
| Project Implementation | X | X | | | X | X | X | | | X |
| Regional, Rural, Urban Dev. | | | | | | X | | | | X |
| Reporting | | | | | | | | | | |
| Systems | | | | X | X | X | | | X | |
| Transportation | | | | | | | | | X | |
| Water, Utilities, Power | | | | | | | | | X | |

CLASSIFICATION OF ORGANIZATIONS

| TYPE AND FIELD OF MANAGEMENT ASSISTANCE | Cooperative League of the U.S.A., The | | CRS Design Associates, Inc. | Development Associates, Inc. | Development Planning and Research Associates, Inc. | Dichter, David & Associates | Ecoforum | Evaluation Technologies Incorporated | Family Health Care, Inc. | First Harlem Management Corp. | Group Seven Associates, Inc. |
|---|--|---|-----------------------------|------------------------------|---|-----------------------------|----------|---|--------------------------|-------------------------------|------------------------------|
| | Credit Union National Association, Inc. | | | | | | | | | | |
| TYPE | | | | | | | | | | | |
| Advisory | x | x | x | x | x | x | x | x | x | x | x |
| Training and Education | x | x | x | x | x | x | | x | x | x | x |
| Research | x | x | | x | x | | | x | | x | x |
| FIELD | | | | | | | | | | | |
| Agriculture, Agribusiness | x | x | | | x | x | | | | | |
| Banking, Credit | x | x | | | | | | | | | |
| Computer | | | x | | x | | | | | | |
| Construction | | | x | | | | | | | | |
| Cooperatives | x | x | | | | | | | | | |
| Development Administration | | | | x | | | | | | | |
| Education | x | x | | | x | | | | | | x |
| Engineering | x | | x | | x | | | | | | |
| Environmental Plans | | | x | | | | x | | | | |
| Evaluation | x | x | | x | x | | | x | x | x | x |
| Feasibility Studies | x | x | | | x | x | x | | | x | |
| Financial Management | x | x | | | | | | | x | x | |
| Fisheries, Aquaculture | | | | | x | | | | | | |
| Health, Nutrition | | | | x | | | | | x | x | |
| Industry | | | | | | | | | | x | |
| Information | x | | | | | | | | | | |
| Manpower, Labor | | | | | | x | | | x | | x |
| Marketing | x | x | | | x | x | | | | x | |
| Management Aids (CPM, PERT) | | | x | | | | | x | | | |
| Operations | | | | | | | | | | | |
| Organization | x | x | | | | | | | x | | |
| Planning Analyses, Studies | x | x | | x | x | | x | x | x | x | x |
| Population Planning | | | | x | | | | | x | x | |
| Project Implementation | x | | | | x | | | x | | | |
| Regional, Rural, Urban Dev. | | | | x | x | x | x | | | | |
| Reporting | | | | | | | | x | | | |
| Systems | x | x | | | x | | | | x | | |
| Transportation | | | | | | | | x | x | | |
| Water, Utilities, Power | | | | | | | | | | | |

CLASSIFICATION OF ORGANIZATIONS

| TYPE AND FIELD OF MANAGEMENT ASSISTANCE | Human Resources Management, Inc. | International Agricultural Development Service | International Management Association, Inc. | International Management Dev. Institute, Inc. | International Systems & Controls Corporation | JMK International Corporation | Kaiser Foundation International | Leonard, James R., Associates, Inc. | Logical Technical Services Corporation | Maynard, H. B., and Company, Inc. |
|---|----------------------------------|--|--|---|--|-------------------------------|---------------------------------|-------------------------------------|--|-----------------------------------|
| TYPE | | | | | | | | | | |
| Advisory | | x | | | x | x | x | x | x | x |
| Training and Education | x | x | x | x | | x | x | | | x |
| Research | x | x | x | | | x | | | x | x |
| FIELD | | | | | | | | | | |
| Agriculture, Agribusiness | x | x | | x | x | x | | | | |
| Banking, Credit | | | | | | | | | | |
| Computer | | | | | x | x | | x | x | |
| Construction | | | | | x | | | | | |
| Cooperatives | | | | | | x | | | | |
| Development Administration | | x | x | | | | | | | |
| Education | x | | x | | | | | | | |
| Engineering | | | | | x | | | | x | x |
| Environmental Plans | x | | | | | x | x | x | | |
| Evaluation | x | x | x | x | | x | x | x | x | x |
| Feasibility Studies | | | | | x | x | x | x | | x |
| Financial Management | | | | | x | | | | | |
| Fisheries, Aquaculture | | | | | | | | | | |
| Health, Nutrition | x | | | | | x | x | | | |
| Industry | | | | x | x | | | | x | x |
| Information | | | x | | | x | | | x | |
| Manpower, Labor | x | x | x | x | | x | x | | | x |
| Marketing | | | | | x | x | | | x | x |
| Management Aids (CPM, PERT) | | | | | | | | | | |
| Operations | | | | | x | | x | | | x |
| Organization | x | | | | | | x | | | x |
| Planning Analyses, Studies | x | x | x | x | x | x | x | x | x | x |
| Population Planning | | | | | | | | | | |
| Project Implementation | | | x | | x | | | | | |
| Regional, Rural, Urban Dev. | x | x | | | | x | | x | | |
| Reporting | | | | | | | | | | x |
| Systems | | | | | x | x | x | | x | x |
| Transportation | | | | | | x | | x | | |
| Water, Utilities, Power | | | | | x | | | | | |

CLASSIFICATION OF ORGANIZATIONS

| TYPE AND FIELD OF MANAGEMENT ASSISTANCE | Medical Service Consultants, Inc. | Morcom Systems, Inc. | Multinational Agribusiness Systems Incorporated | National Rural Electric Cooperative Assn., Inc. | Near East Foundation | Oppenheimer Industries, Inc. | Pacific Consultants | PASITAM | Project Concern | Project Management Institute |
|---|-----------------------------------|----------------------|---|---|----------------------|------------------------------|---------------------|---------|-----------------|------------------------------|
| TYPE | | | | | | | | | | |
| Advisory | x | x | x | x | x | x | x | x | x | |
| Training and Education | x | | x | x | x | | x | x | x | x |
| Research | x | | | | | | x | x | | x |
| FIELD | | | | | | | | | | |
| Agriculture, Agribusiness | | | x | | x | x | x | | | |
| Banking, Credit | | | x | | | | | | | |
| Computer | | | | | | | x | | | x |
| Construction | | | x | | | | | | | x |
| Cooperatives | | | | x | x | | | | | |
| Development Administration | | | | | | | | x | | |
| Education | | | x | | x | | x | x | | x |
| Engineering | | x | x | | x | x | | | | |
| Environmental Plans | | | | | | | | | | |
| Evaluation | x | | x | | x | | x | x | | |
| Feasibility Studies | | | x | | | x | | | | |
| Financial Management | | x | x | | | x | | | | |
| Fisheries, Aquaculture | | | x | | x | | | | | |
| Health, Nutrition | x | | x | | x | | x | | x | |
| Industry | | | x | x | | | | | | |
| Information | | | | | | | x | x | | |
| Manpower, Labor | x | | x | | x | | x | | | |
| Marketing | | | x | | x | | | | | |
| Management Aids (CPM, PERT) | | | | | | | | | | |
| Operations | | x | x | | x | x | | | | |
| Organization | | x | x | x | | | | | x | |
| Planning Analyses, Studies | x | | x | x | | | x | x | | x |
| Population Planning | x | | | | | | | | x | x |
| Project Implementation | x | x | x | | x | | | | x | |
| Regional, Rural, Urban Dev. | | | x | x | x | | x | x | | |
| Reporting | | | | | | | x | | | |
| Systems | x | x | x | x | | | x | | | |
| Transportation | | | | | x | | | | x | x |
| Water, Utilities, Power | | | x | | x | | | | | |

CLASSIFICATION OF ORGANIZATIONS

| TYPE AND FIELD OF MANAGEMENT ASSISTANCE | Real Estate Research | Rivkin Associates, Inc. | Smith, Wilbur & Associates | Southern U.--Unemployment-Underemployment Institute | Technoserve, Inc. | Transcultural Systems Associates & Leon Associates | Trans Urban East Organization, Inc. | U.S. Dept. of Agric.--Econ. Res. Serv., For. Dev. Div. | Washington Service Corporation | Westinghouse Health Systems |
|---|----------------------|-------------------------|----------------------------|---|-------------------|--|-------------------------------------|--|--------------------------------|-----------------------------|
| | Corporation | | | | | | | | | |
| TYPE | | | | | | | | | | |
| Advisory | x | x | x | x | x | | x | x | x | x |
| Training and Education | x | x | x | x | x | x | x | x | x | x |
| Research | | x | x | x | | | x | x | | x |
| FIELD | | | | | | | | | | |
| Agriculture, Agribusiness | | | | x | x | | | x | | |
| Banking, Credit | | | | | x | | | x | x | |
| Computer | | | x | | | | x | | | |
| Construction | | | | | | | | | x | |
| Cooperatives | | | | x | x | | | x | | |
| Development Administration | | | | | | | | x | | |
| Education | | | | x | | | x | | | x |
| Engineering | x | | x | | x | | | x | | |
| Environmental Plans | x | x | x | | | | | | | |
| Evaluation | x | | | x | x | x | x | x | | x |
| Feasibility Studies | | | | | x | | x | | | x |
| Financial Management | x | | | | x | x | x | | x | |
| Fisheries, Aquaculture | | | | | | | | | | |
| Health, Nutrition | | | | x | x | x | x | | | x |
| Industry | x | | | | | | | | | |
| Information | | | | | | | x | x | | |
| Manpower, Labor | | | x | x | x | x | x | x | | x |
| Marketing | x | x | | | x | | x | x | x | x |
| Management Aids (CPM, PERT) | | | | | | | | | | |
| Operations | | | | | x | | x | | x | x |
| Organization | | x | x | | x | | x | x | | x |
| Planning Analyses, Studies | x | x | x | x | x | | x | x | x | x |
| Population Planning | | | | | | | | | | x |
| Project Implementation | x | | x | | x | | x | x | | x |
| Regional, Rural, Urban Dev. | x | x | x | x | x | | x | x | x | |
| Reporting | | | | | | | | | | |
| Systems | | | | | | x | x | | x | x |
| Transportation | | | x | | | | x | | | |
| Water, Utilities, Power | | | | | | | | | | |

ORGANIZATION DESCRIPTIONS

AGRICULTURAL RESOURCES CORPORATION OF AMERICA

Suite 605

1735 Eye Street, N.W.

Washington, D.C. 20006

PURPOSE

To serve domestic and international clients in the fields of agricultural credit, agricultural production and marketing, rural development, program evaluation, international marketing and related areas.

DESCRIPTION

Agricultural Resources Corporation of America (ARCA) was founded in March, 1976, as an international agricultural consulting organization. The scope of its professional services covers many of the specialties involved in agricultural credit, agricultural economics, rural development and international economics. Practical operating experience and approaches are emphasized.

STAFF

The permanent staff of eight, together with their associates, includes the following specialties:

- Agricultural credit programs and related training.
- Agricultural program analysis, development, administration and evaluation.
- Agroindustry.
- Audit programs and procedures.
- Commodity analysis (supply-demand-price).
- Data processing management evaluation.
- Economic analysis and projections.
- Environmental impact.
- Food processing management.
- International trade.
- Legislative development.
- Market development.
- Personnel and training management.

EXPERIENCE

Although ARCA itself is a young firm, its principals, associates and affiliated consultants combine lengthy prior experience in project management in both industry and government. This individual experience includes the planning, implementation and evaluation of agricultural projects in the following areas:

Algeria, Ethiopia, Saudi Arabia. Food industry.

Brazil. Livestock development.

India. Farm cooperatives.

Japan, Korea, Philippines. Livestock production and marketing, and training of local personnel involved.

Kenya. Agricultural credit.

AGRI TECH ASSOCIATES

1007 9th Avenue
P.O. Box 627
Greeley, Colorado 80631

PURPOSE

To serve as a management consulting firm, primarily in the area of feed lots and dairies.

DESCRIPTION

Agri Tech Associates (ATA) was established in 1974. It provides the technical services indicated below:

- Feedlot and dairies
 - Implement herd health programs.
 - Develop and utilize appropriate record systems.
 - Evaluate and design feedlot equipment and facilities.
 - Enforce EPA standards for solid and liquid waste disposal.
 - Develop odor control systems.

- Ranches
 - Develop herd health programs.
 - Evaluate feed supplement programs.
 - Improve range management practices.
 - Evaluate and improve: calf crop percentage, weaning weights, pounds of beef produced per acre, cost per pound of beef per acre.
 - Improve breeding programs.

STAFF

The firm's permanent professional staff consists of one veterinarian and one nutritionist.

EXPERIENCE

ATA's activities have been confined to the United States but the firm is now considering overseas projects.

AMERICAN ASSOCIATION OF COLLEGES FOR TEACHER EDUCATION

One Dupont Circle
Washington, D.C. 20036

PURPOSE

To serve as a catalyst in upgrading the effectiveness of the teaching profession.

DESCRIPTION

The American Association of Colleges for Teacher Education (AACTE) was established in 1948. It emphasizes the following special project management services:

- The Administrative Internship Program, which arranges on-the-job learning experience for current or potential administrators from less developed countries. Interns work with host administrator at one or more of AACTE's member institutions.
- Personnel recruitment from AACTE member institutions to perform consulting services for specific tasks and studies as specified by less developed countries.
- Coordination of research and studies on critical problems and issues common to teacher educators throughout the world in cooperation with international and national agencies, organizations and institutions.

STAFF

The headquarters staff totals 31, of which the professional members are involved in the following activities: executive direction; publications program; performance-based teacher education project; ERIC Clearinghouse on Teacher Education; and multicultural and international education programs. The Multicultural and International Programs Division also serves as Secretariat for ICET (International Council on Education for Teaching).

EXPERIENCE

AID-Financed Activities

Colombia, Ecuador, Egypt, Nepal, Venezuela, 1976. Higher Education Administrative Internship Program conducted for ten interns from these countries. In 11 previous years this program was conducted for interns from many additional countries.

Indonesia, 1976. Consultant services on the causes of dropouts and repeaters in the country's school system.

Jamaica, 1976. Consultant services to Ministry of Education on rural education loan.

Korea, 1975. Consultants to conduct an analytical case study of Korean Educational Development Institute.

Lesotho, 1975. Three consultants to conduct feasibility study on possible AID-funded project.

Thailand, 1975. Two educational consultants to work with elementary teacher training; and educational consultant to assist rural elementary education.

Other Activities

Peru, 1976. Case study of "Professional, Economic and Social Status of New Categories of Educators," conducted by ICET for UNESCO.

Worldwide, 1974. Survey to gather data on innovative teacher training institutions, made by ICET for UNESCO.

PUBLICATIONS

Reports on above activities.

INQUIRIES should be directed to Associate Director for Multicultural and International Education Programs, AACTE.

ASSOCIATES FOR MANAGEMENT AND EVALUATION, INC.
P.O. Box 11145
Alexandria, Virginia 22312

PURPOSE

To assist, advise, and improve the efficiency of public agencies and private enterprise.

DESCRIPTION

Associates for Management and Evaluation, Inc., (AME) was established in 1975. The organization through its principal officers and staff members gives particular emphasis to development administration, the management aspects of programs and projects in agriculture, health and education. The focus is on the administrative obstacles to technical development, which, if not reduced, inhibit economic and social development and constrain technical assistance activities. Work is done in close collaboration with national and international institutions and always in a full working relationship with the client. Familiarity with the processes of project design and implementation, including evaluation, and with U.S., international and cooperating country institutions, facilitates AME's work.

STAFF

The officers and professional staff members of AME are, at present, three former senior-level government officials with extensive experience in public and development administration, involving all aspects of project management.

Staff consultants to AME include development specialists in agriculture, public health, education and training for the public service.

EXPERIENCE

Corporate experience in the 18 months since the firm was organized has been in project design and project evaluation in technical assistance involving African nations.

AID-Financed Activities

Africa, 1975-76. Preparation of a draft project paper for the Regional Affairs Office, Bureau for Africa, AID.

---, 1976. Design of a project management system for African-American Labor Center.

INQUIRIES should be addressed to the President of AME.

THE BLK GROUP, INC.
Suite 605
1730 M Street, N.W.
Washington, D.C. 20036

PURPOSE

To provide management services in health and education.

DESCRIPTION

Since its inception in 1969 the BLK Group has carried out over 75 corporate assignments in the United States, covering program and functional areas. BLK believes that its experience with indigenous groups in low-income communities around health and education planning and program development has similarities to the needs of people in less developed countries, and is replicable abroad. Its experience in education and health service delivery programs includes research, program design, technical assistance, training, evaluation, survey analysis, data management, information systems and project implementation. Training emphasis is on equal employment and affirmative action planning.

STAFF

Utilizing a core staff of 12 persons, BLK has employed up to 150 persons full time to implement specific contracts. However, much of its work is done with the aid of a roster of 75 consultants who provide expertise around specific contract requirements. The permanent staff includes two research directors who head up BLK's research, evaluation and technical assistance efforts, and two training specialists who serve as project directors for contracts in this area. Additional in-house staff capability includes conference management and technical writing services.

BLK has had a number of contracts requiring the use of Spanish, including one for the Department of Labor to produce brochures in English and Spanish. The Late Start study required a Spanish and French speaking staff capability.

EXPERIENCE

Two programs in which BLK provided project management services over a two- to three-year period are the Clean Services program in the District of Columbia and the Ex-Offender Program in Arizona. In the instance of Clean Services, BLK worked with a group of citizens from an inner city neighborhood to identify community needs related to environmental protection. In addition to conceptualizing the problem, BLK conducted the research supporting its feasibility, developed the proposal for submission to a Federal agency for funding, trained the project staff and provided technical assistance until the program was stabilized.

The Ex-Offender program in Arizona included health and education components. BLK's role involved program design, staff training and project implementation over a two-year period under contract with the U.S. Department of Labor.

Other contracts with elements of these functional responsibilities include the provision of technical assistance to the Anacostia community-based school project; support to the District of Columbia in developing its higher education plan for the city; and evaluation contracts

related to Native American health programs for HRA, Project Late Start for the elderly for OEO and the PEBSI (Program Evaluation by Summer Interns) study assessing DHEW compensatory programs.

While BLK has not yet had contracts involving less developed countries, it believes that its experience with low-income communities in the U.S. is applicable to similar communities abroad.

PUBLICATIONS

Reports on each of the projects mentioned above.

INQUIRIES should be directed to the President of The BLK Group.

BOONE, YOUNG & ASSOCIATES, INC.

551 Fifth Avenue
New York, New York 10017

Washington Office
1525 New Hampshire Avenue, N.W.
Washington, D.C. 20036

PURPOSE

To provide management consulting services.

DESCRIPTION

Boone, Young & Associates is a minority-owned and minority-operated firm established in 1968. In 1971 the firm was organized into the three divisions described below. Each division has its special expertise and clients but many assignments are performed by cross-divisional project teams.

The Management Services Division includes:

- Executive Search/ Management Recruiting component--to help client companies recruit minority group candidates for the full range of professional, managerial and technical positions.
- Conference, Workshop and Training component--to collaborate with organizations to identify issues and needs which lend themselves to a workshop or training group approach and to design and deliver the appropriate types of sessions.

The Division of Economic Development and Housing provides consulting services in areas where the concern of low-income and minority citizens is particularly significant.

- The Economic Development component is concerned with technical assistance to small and minority businesses. This includes financial planning and control, market feasibility studies, managerial

and entrepreneurial training and management information systems. Services are also provided in program planning and analysis, evaluation systems, organizational development and budgeting.

- The Housing component is involved with low- and moderate-income residential housing problems in both urban and rural settings and offers consultant skills in impact analysis, financing and residential housing program planning.

The staff of the Division of Education, Health and Social Services has worked with community, state and Federal agencies in administrative design, implementation of surveys and studies, management of technical assistance delivery systems, including program management training, and planning and program development.

STAFF

Boone, Young & Associates has a full-time professional staff of 45 with specialties in the areas described above. The use of additional experts for special assignments is often required and the firm maintains a list of more than 200 retainer consultants for this purpose.

EXPERIENCE

AID-Financed Activities

Israel. Update of national housing policy.

Worldwide. Study and recommendations--compendium of success of low-income housing schemes in developing countries.

Other Activities

Department of Commerce. Office of Minority Business Enterprise, Regions I and II. Project management.

---. Small Business Administration. Technical assistance.

Office of Economic Opportunity. Region III Community Action Agencies. Housing study.

---. Opportunity Funding Corporation. Evaluation of surety bonding program.

---. Region III. Community participation survey.

Department of Health, Education and Welfare. National Family Planning Office (BCHS/HSA). Nationwide project management and technical assistance.

---. Office of Child Development. Evaluation of Head Start/ EPSDT collaborative effort.

---. Health Resources Administration. Study to define a set of indicators of quality emergency medical care.

Department of Labor. Manpower Administration, Region II. Technical assistance and training.

---. Employment and Training Administration, Region III. Technical assistance and training.

BOSTON UNIVERSITY

Center for Educational Development in Health
53 Bay State Road
Boston, Massachusetts 02215

PURPOSE

To prepare teachers for the health professions and to undertake related research and consultation, both nationally and internationally.

DESCRIPTION

The Center for Educational Development in Health (CEDH) was established at Boston University in 1976. It prepares teachers for such health areas as curriculum design and evaluation, innovative educational methods and educational policy. Its research includes planning, implementing and evaluating health-related curricula in a variety of settings.

STAFF

The CEDH staff is composed of five full-time and three part-time professionals. They include specialists in curriculum design and evaluation, education technology, health education and international health.

EXPERIENCE

AID-Financed Activities

Bolivia, El Salvador, Honduras, 1976. Consultation on curriculum design and evaluation in the health fields.

Colombia, 1974; Cameroon, Honduras, Lebanon, Malaysia, Nepal, 1975. Plan, implement and evaluate workshops on systematic course design for health professions teachers. In Colombia and Honduras the workshops were conducted in Spanish. In Cameroon, the workshop was conducted in French and English.

Mali, Swaziland, 1975. Help develop project review papers.

Nigeria, Togo, 1976. Assess the WHO regional health training centers in conjunction with the AID/Boston University project.

Strengthening Health Delivery Services, in 20 West and Central African countries.

Other Activities

Iran, 1975-76. Plan a four-year curriculum for primary health care providers for rural areas. Sponsoring agency: Government of Iran.

Israel. Plan, implement and evaluate a six-year curriculum for primary physicians at the Health Science Center, Ben Gurion University.

PUBLICATIONS

Segall, Vanderschmidt, Burglass, and Frostman, Systematic Course Design for the health fields, New York, John Wiley, 1975.

Vanderschmidt, H., Technical Report: Design of an Institute for Health Sciences in Swaziland, A.P.H.A., July 1976.

Cole, Joseph, and Vanderschmidt, H., Consultants' Technical Report: Mali Rural Health Project, A.P.H.A., February 1976.

CENTER FOR CULTURAL AND TECHNICAL INTERCHANGE BETWEEN EAST AND WEST, INC.
1777 East-West Road
Honolulu, Hawaii 96822

PURPOSE

To promote better relations and understanding among the nations and peoples of Asia, the Pacific area and the United States through their cooperative participation in the design, conduct and evaluation of the Center's research, study and training activities.

DESCRIPTION

The Center for Cultural and Technical Interchange Between East and West (known as East-West Center) was established in Hawaii by the United States Congress in 1960. It is a national educational institution with multinational programs. The East-West Center is undertaking a Project Management Project. The principal objective of the project is to develop the methodology and resource materials for the development of the manpower required to manage development projects on a national and international basis. The general scope of the project will include the development of a training curriculum and policy guidelines for project management in the framework of the project cycle. The project will consider not only the management aspects of local development projects but also the relationships and policy implications for international assistance agencies sponsoring country projects.

STAFF

The Project Team, in 1976-77, consists of the project director and four senior members of the Center.

EXPERIENCE

Progress on the project during 1976 is summarized below.

- Comprehensive bibliography on development project management, covering all aspects of the project cycle, was completed.
- Workshop on case study research and development in project management was continued. Participants from Indonesia, Iran, Malaysia, New Zealand, Philippines, Taiwan, Thailand and the United States are conducting the necessary field research as a basis for writing case studies on various development projects. The participants then come to the Center to finalize their drafts. Eleven case studies have been completed in this form and an additional five or six are to be completed by February 1977.
- International Planning Workshop on "Curriculum Development for Project Management" was held in September 1976. Prototype curriculum is to be cooperatively developed for adaptation by country training teams.
- Linkages have been formed with educational and training institutions in a number of countries in Asia, the Pacific and the United States who will collaborate with the Center's project team in developing and testing the prototype curriculum.
- Graduate students and interns are involved in the project for practical experience and field research for Ph.D. dissertations.

PUBLICATIONS

- "Preparing and Analyzing Case Studies in Development Project Management," by Dennis A. Rondinelli, East-West Technology and Development Institute Senior Fellow, 1976. (Paper accepted for publication by TECHNOS.)
- "Project Planning and Implementation in Developing Countries: An Annotated Bibliography on Development Project Management," by Dennis A. Rondinelli and Aspy Palia, East-West Technology and Development Institute, 1976.
- "Project Management: The Need for Innovation," by Louis J. Goodman, Acting Director, East-West Technology and Development Institute, 1976.

INQUIRIES should be directed to Director, Project Management Project, at the Center.

CHI ASSOCIATES

1192 National Press Building
Washington, D.C. 20044

PURPOSE

To apply the most advanced American technology and methodology to technical and managerial needs.

DESCRIPTION

Chi Associates, established in 1974, is a minority firm, registered with the Small Business Administration's 8(a) Program. It was founded to provide the following services:

- Research studies.
- Management support to Federal agencies.
- Construction management.
- Program planning and evaluation.
- Design and construction supervision.

Among the aspects of management services emphasized by Chi Associates are cost effectiveness and cost benefit studies, especially as applied to engineering systems improvement, and experimental design methodology complemented by mathematical statistical analysis in the fields of water resources and transportation engineering. The firm has access to high speed computer facilities and professional expertise in major computer systems.

Chi Associates has experts in construction management, including financial analysis, systems analysis, CPM, PERT and long- and short-term planning. Additional capabilities include:

- Land surveying and topographic mapping.
- Hydraulic engineering (irrigation systems, channel maintenance, ground water wells, and geological surveys).
- Waste disposal.
- Land fill projects and management.
- Public health management.

The firm prefers to undertake assignments in which it is responsible not only for the successful technical implementation of the project, but also for the feasibility study, for cost and design projection, for administrative parameters and for an in-depth evaluation upon project completion.

STAFF

Chi Associates' full-time professional staff of six are qualified in the following fields: civil and transportation engineering, financial analysis and cost effectiveness, power plants construction, transportation management, health care systems management and program design.

Chi Associates also has an extensive roster of consultants specializing in transportation systems analysis, mathematical programming and evaluation, management science and operational research, economic analysis and projections (micro and macro), water resources studies, environmental engineering and solid waste control.

EXPERIENCE

U.S. Department of Transportation, Federal Highway Administration.
Assessment of probability of injury in the analysis for testing of barrier concepts.

---. Motorists information and diversion projects.

U.S. Congress, Office of Technical Assessment. National stockpile policies.

C. M. CHISOLM AND ASSOCIATES, INC.
1776 F Street, N.W.
Washington, D.C. 20006

PURPOSE

To provide assistance to governments and international institutions wishing to undertake development programs in the agricultural sector.

DESCRIPTION

C. M. Chisolm and Associates, Inc., (C.I.) was incorporated in Delaware in 1969 with offices in Washington, D.C., and affiliate offices in Australia, the United Kingdom, and Latin America. In view of increasing demand for planning, project identification and management for rural development and agricultural and livestock production, C. M. Chisolm and Associates, Ltd., was organized in 1973 as an international corporation in Jersey Channel Islands to allow greater flexibility for worldwide operations.

C.I. provides technical expertise in agricultural and livestock development planning, production, marketing, project identification and management in developing countries.

STAFF

Besides its own management staff, affiliated associates and other consulting companies are C.I.'s source for required expertise. C.I. maintains a roster of about 350 multinational professionals of many disciplines and language capabilities from which it draws consultants, start-up management staff and other personnel.

EXPERIENCE

Angola, 1973. Project identification and preparation in coffee replacement areas. Financed by International Coffee Organization.

Bolivia, 1976. Appraisals, with World Bank Group, of rural development projects for small agricultural and livestock producers in Alti-Plano Region.

Cameroon, 1973. Identification and preparation of livestock development project for World Bank Group.

---, 1974. Management contract for implementation of above project.

---, 1976. Identification and preparation of national poultry industry project for World Bank Group, including sector production, processing and marketing development.

Egypt, 1974. Review of two major irrigation schemes for international private sector investors.

Mexico, 1974. Participation in appraisal of rural development program at national level. Investments included rural electrification, roads, water supply, schools and rural credit. Supported by World Bank and InterAmerican Development Bank.

THE COOPERATIVE LEAGUE OF THE U.S.A.
1828 L Street, N.W.
Washington, D.C. 20036

PURPOSE

To provide services to cooperatives.

DESCRIPTION

The Cooperative League of the U.S.A. (CLUSA) is a national federation of U.S. cooperatives, established in 1916. It provides services to members in education and information, research and development, international cooperative representation, legislation and government affairs.

Its International Department, established in 1960, provides technical assistance to cooperative development programs in the developing countries.

Special project management aspects emphasized include: idea, conception, feasibility, formulation, appraisal, implementation and evaluation.

STAFF

The staff includes five full-time professionals qualified in all aspects of cooperative project management. Specialties are farm management and agricultural engineering; agricultural credit and cooperative organization; management training and cooperative finance; management analysis, systems analysis, and project evaluation; and program development, design and evaluation.

EXPERIENCE

Chile, 1974-75. Consulting services; assisted in the formation, growth and strengthening of services of the Confederation of Agricultural Cooperatives. Prepared administrative guide for day-to-day management of cooperative meat packing plant. Advised on establishing management training seminars at the local cooperative level.

Costa Rica, 1971-75. Consulting services to the National Institute for Cooperative Development in organization and administration, credit and financial operations, marketing, cooperative education and training, and improving its capability to perform feasibility analyses.

India, 1973-78. Consulting services to National Cooperative Development Corporation (NCDC). Major assistance in development of ten-year NCDC plan for oilseeds processing cooperative plants and mills, including training, expansion and improvement of units. Plan includes special management systems development program, including training in systems. Ongoing consultation to NCDC in all areas of project management and technical problems.

Panama, 1974-78. Consulting services to the National Institute of Agricultural Products (IMA) and its predecessor. Helped organize IMA and expand procedures for purchasing, receiving and distributing agricultural products and developing market systems. Researched information on grain facilities and agricultural processing and marketing for planning and designing a \$6.2 million AID Grains and Perishables market system loan. Consulted on procedures and selection of contractors for constructing, renovating and equipping storage and handling facilities. Designed U.S. marketing training programs for Panamanians.

---, 1975-77. As Cooperatives Advisor to the Ministry of Agricultural Development, provides technical assistance for satisfying the conditions of \$8.1 million AID Cooperatives Development Loan. Counsels on co-op management procedures, information systems, financial management and coordination of technical assistance requirements.

PUBLICATIONS

Commitment to Development through Cooperatives--a progress report for the period June 30, 1974 - June 30, 1976.

INQUIRIES should be directed to "International Department" of CLUSA.

CREDIT UNION NATIONAL ASSOCIATION, INC.

P.O. Box 431
Madison, Wisconsin 53701

Global Projects
Suite 404
1120 19th Street, N.W.
Washington, D.C. 20036

PURPOSE

To promote credit union development throughout the world.

DESCRIPTION

Credit Union National Association, Inc., (CUNA) was originally established in 1934 to promote the organization of credit unions in the United States and to provide them with centralized support in the form of insurance and borrower protection, supplies and other services, as well as to protect and defend credit unions in national and state legislatures. Over the years, CUNA has expanded the scope of its support to credit unions in the United States and, since 1954, has also been involved in promoting credit union development overseas.

The special project management services which CUNA offers are technical assistance and training in the field of overseas credit union development at the local, national and regional levels. The major objective of its projects is to leave behind self-supporting, self-perpetuating, cooperative financial systems. CUNA also develops and implements projects which focus on the problems of small farmers in the developing areas. Through the extension of production credit, agricultural technical assistance and, more recently, input supply and marketing assistance, CUNA seeks to help small farmers to improve their agricultural productivity and their standard of living.

STAFF

CUNA employs over 220 people in its several divisions and affiliated service corporations. Internal divisions of CUNA include the executive and management offices, financial services, public relations and advertising, communications, research and education development. In addition, located in Washington, D.C., is the Global Projects office, through which CUNA's overseas projects are carried out. The Global Projects staff numbers about 25, including field technicians and several full-time professionals with competence in planning and evaluation, systems analysis, financial and accounting procedures and training.

EXPERIENCE

CUNA's overseas activities, indicated below, are supported partially by AID grant and contract funds and partially by cash and in-kind contributions from the United States credit union movement.

Africa Cooperative Savings and Credit Association (ACOSCA), ongoing;
Caribbean Confederation of Credit Unions (CCCU), ongoing;
Confederation of Latin American Credit Unions (COLAC), ongoing.
Assistance to regional credit union organizations.

Bahamas, 1976; Ghana, 1975; Honduras, 1974; Liberia, 1975;
Nicaragua, 1974; Tunisia, 1975. Exploration of potential projects.

Bolivia, 1975; Cameroon, 1974; Ghana, 1976; Jordan, 1975; Kenya,
1974; Lesotho, 1974; Thailand, 1975; Zambia, 1974. Feasibility studies.

Cameroon, 1975; Haiti, 1974; Laos, 1974; Lesotho, 1975; Paraguay,
1974. Implementation of small farmer production credit programs.

---. Assistance to national credit union organizations.

PUBLICATIONS

Annual Reports: 1974, 1975.

Global Projects Newsletter.

CRS DESIGN ASSOCIATES, INC.

Suite 500
1100 Milam Building
Houston, Texas 77002

Washington Office
Suite 805
1101 15th Street, N.W.
Washington, D.C. 20005

PURPOSE

To provide design and construction services throughout the world for governments and businesses.

DESCRIPTION

CRS Design Associates (CRSDA) was incorporated in 1970 and maintains offices in Bahrain and Saudi Arabia as well as in the United States. The company offers services in architecture, construction management, heavy construction engineering, and environmental and water resources engineering. A CRSDA subsidiary, CM Associates, specializes in project management, construction management, project scheduling and cost control.

STAFF

CRSDA has a staff of approximately 750, of whom over 400 have professional status. Specialties include architecture, engineering (various disciplines), hydrology, mining, construction scheduling and estimating, and computer sciences.

EXPERIENCE

The following is a list of representative projects indicating the range of services provided by CRSDA.

AID-Financed Activities

Colombia. Management study of hospital construction program.

Nicaragua. Spanish language management seminars covering the design and construction of highways for the Department of Public Works.

Other Activities

Ecuador. Construction management consultant to Institute of Electrification on a major hydroelectric project. The contract involves the training of Ecuadorian staff.

Guatemala. Construction management contract on a water supply project for Ministry of Communications and Public Works; funded by Inter-American Development Bank.

Saudi Arabia. Management survey of the contracting industry for Stanford Research Institute. The final report includes detailed recommendations for local training programs.

---. Architect, in association with another firm, for \$2.5 billion military academy project. Also management consultant on this project to the U.S. Corps of Engineers.

---. Construction manager on Riyadh University \$3 billion, seven-year project.

DEVELOPMENT ASSOCIATES, INC.
1521 New Hampshire Avenue, N.W.
Washington, D.C. 20036

PURPOSE

To provide management and consulting services to domestic and international programs working to resolve social and economic problems.

DESCRIPTION

Development Associates, Inc., (DA) was established in 1969. Its emphasis, domestically and internationally, is program and project management, usually accomplished by teams combining professional competency, country-cultural understanding, management skills, linguistic ability and actual field experience. Functionally, DA's expertise includes capability in research, evaluation, development administration, training and technical assistance. In addition to its international work in less developed countries, DA has extensive experience domestically, working with rural and urban populations and other special target groups in education, health and family planning.

STAFF

Development Associates has a staff of over 100 professional men and women who have served in various foreign countries and in most states in the Union. DA staff have dealt with a wide range of problems by working as educators, evaluators, researchers, managers of overseas programs, community development trainers, and field representatives of U.S. domestic agencies. They have worked as administrators of U.S. regional, state and local programs, international programs in Latin America and various business enterprises here and abroad. DA staff are multi-ethnic and over 60 percent are bilingual in Spanish, French, German, Italian or Swahili. At least 50 percent have direct management experience; and over 75 percent have advanced graduate degrees.

EXPERIENCE

AID-Financed Activities

Bolivia, 1976. Study to develop a system for evaluating the social and economic impact of rural electrification.

El Salvador, 1976-79. Development of commercial contraceptive marketing.

Panama, 1969-70. Technical assistance and evaluation services for the Ministry of Education.

---. Evaluation of National Volunteer Service.

Paraguay, 1972-73. Technical assistance and evaluation to improve the primary and secondary school systems.

Latin America, 1972-76. Professional and management services in recruiting, selecting and training professionals in family planning and population.

---, 1975-76. Evaluation of the National Association of the Partners of Alliance, Inc.

Worldwide, 1976. Sectoral management and support services project. The primary purpose is to focus on the problem of merging managerial concerns with ongoing sectoral analysis and implementation. The undertaking will include review of sectoral management activities in Asia and Latin America. A final product will be an outline for designing a project in sectoral management.

---, 1976-77. Evaluation of nutrition planning workshops.

---, 1976. Evaluation of scientific and technical support projects in nutrition.

DEVELOPMENT PLANNING AND RESEARCH ASSOCIATES, INC.

P.O. Box 727

Manhattan, Kansas 66502

PURPOSE

To provide research and consulting services in economics, marketing, agriculture and financial analysis.

DESCRIPTION

Founded in 1961 as Agri Research, Inc., the firm was reorganized in 1972 as Development Planning and Research Associates, Inc., (DPRA) through the acquisition of the company by its employees.

The range of services offered by DPRA and the functional fields involved include:

- Resource, energy and environmental economics.
- Economic impact studies.
- Market surveys, potentials, systems and facilities.
- Investment feasibility analyses.
- Computer systems development and application.
- Management consulting and evaluation services.
- Agronomy and soils.
- Animal production.
- Project implementation.
- Training and advisory programs.

The firm has local access to large-scale computer facilities and has developed a substantial library of computer programs which it employs in its research.

STAFF

DPRA has a full-time professional staff of 17, with capabilities in agricultural economics, economics, animal science, agronomy, mathematics, chemistry, computer science, business administration and engineering. Most professional staff have Masters or Ph.D. degrees. Support staff numbers seven. In addition, where specialized capabilities are required to complement those of DPRA, consulting arrangements have been established with leading firms and individuals.

EXPERIENCE

Since 1961 over 300 projects have been completed by DPRA and its predecessor throughout the United States and in 50 countries in Africa, Asia and the Far East, Europe, Latin America and the Middle East. Nearly half of the project experience of DPRA has been overseas. Although work has been concentrated in the developing nations, research has been conducted throughout Western Europe and in other developed nations such as Japan and Australia. A substantial part of the work in developing nations has been done jointly with major international engineering companies where DPRA has been called on for assistance in economic analyses.

AID-Financed Activities

Chile, ongoing. Evaluation of export market potentials for agricultural and fishery products for Corporación de Fomento de la Producción (CORFO).

---, ongoing. Technical and investment analysis of the requirements for expanding and improving the manufacture and use of containers for food and fishery products. For CORFO.

Ethiopia, 1975. Engineering, agricultural and economic feasibility analysis, with Tippetts-Abbett-McCarthy-Stratton Company (TAMS).

Guyana, 1975. Engineering, agricultural, infrastructure requirements, plans and feasibility studies for developing lands in the Intermediate Savannahs, with TAMS. For Ministry of Agriculture.

Other Activities

Australia, 1976. Evaluation of loan application for irrigation and agricultural development in Western Australia. For Real Estate Bank of Kuwait.

Brazil, 1974. Agricultural feasibility study of irrigation in Paranaiba River Valley. For Government of Brazil.

Saudi Arabia, 1976. Economic evaluation of settlement organization and study of agricultural and economic feasibility of agricultural project. For Shiek Ysuff Altawil.

Upper Volta, 1976. Engineering and agricultural plans and specifications for irrigation systems, with TAMS. For African Development Bank.

DAVID DICHTER & ASSOCIATES

9 rue de Vermont
1202 Geneva, Switzerland

Washington Office
Suite 103
4701 Willard Avenue
Chevy Chase, Maryland 20015

PURPOSE

To provide training and technical services for rural development in the developing countries.

DESCRIPTION

David Dichter & Associates (DD&A) is a partnership established in 1974. The principal emphasis of the firm's services is on farm- and village-level technical training for the staff of governmental, private voluntary and international agencies in the less developed countries. DD&A also provides marketing services for small scale producers in those countries.

STAFF

The staff consists of six professional members. Their specialties include rural training and development, economics, grain storage, rural credit, and education.

EXPERIENCE

Dahomey, 1974. Conducted West African regional seminar on improved farm- and village-level grain storage. For FAO and AID World Food Program.

England, Germany, Poland, Sweden, 1976. Coordination/escort services for study seminar. For U.S. Office of Education, HEW.

Ghana, 1977. Organizational and secretariat services for international workshop on applied alternative energy systems. For University of Science and Technology, Kumasi.

Thailand, Philippines, Indonesia, 1975. Feasibility study of current farm- and village-level storage practices. For IBRD.

Western Europe, 1975. Representational and recruitment services. For International Voluntary Services, Inc.

ECOFORUM

9300 Corsica Drive
Bethesda, Maryland 20014

PURPOSE

To bring together the diverse talents and experience of urban planning professionals of Spanish-American descent with sensitivity to understand local conditions in order to provide highly qualified services throughout Latin America.

DESCRIPTION

Ecoforum is a consulting firm, established in 1975, specializing in professional services in urban and regional planning and architecture. The types of services provided by the firm include appraisals, economic and technical feasibility studies and master planning.

STAFF

The staff of four full-time and three part-time professionals includes architects, financial analysts, highway engineers and planners. Foreign language capabilities include Spanish and French.

EXPERIENCE

Environmental Protection Agency, 1975. Environmental impact assessment; guidelines for field offices.

National Science Foundation, 1973-75. Information exchange with Ministry of Housing in Spain on U.S. land use and land development controls.

Organization of American States and Haitian Government, 1973-75. Historic preservation: Sans Souci Palace and La Citadelle.

EVALUATION TECHNOLOGIES INCORPORATED

Suite 1101

1701 N. Fort Myer Drive

Arlington, Virginia 22209

PURPOSE

To render professional services in furtherance of U.S. minority business enterprise and to bring management expertise to less developed foreign countries. Functional areas involved are project planning and implementation; ADP services; facilities management; program evaluation; general consulting; training program design and execution; and word processing/text editing.

DESCRIPTION

Evaluation Technologies Incorporated (ETI) was established in 1970. It is a wholly owned subsidiary of Automated Typographics, Inc. ETI's major work has been in minority business enterprise in the United States but it has also had offshore assignments. The minority business work has been sponsored mostly by the Office of Minority Business Enterprise in the U.S. Department of Commerce. Participating in both public and private undertakings, ETI has helped plan and implement development projects, conducted training and technology transfer conferences, and performed consulting and research services to build up the minority capability to enter the economic mainstream.

ETI sees the minority business area as a nation within a nation--as an underdeveloped society of 25 million people. It also believes that every development problem, while often different in form, exists there in substance, and that the transferability of management and other know-how from the U.S. to other countries is high.

STAFF

The current staff numbers 36 full-time professionals. Their specialties include automatic data processing systems, facilities management, project management (PERT/CPM), evaluation data base design, economic impact studies and training.

EXPERIENCE

National Institute of Education, HEW. Developed project officer's handbook.

Office of Minority Business Enterprise. Systems analysis and evaluation of internal reporting.

---. Analysis and preparation of energy impact data summaries of fuel consumption reports for management use.

---. Evaluation of Bankers Association trainee program.

---. Overall planning for Puerto Rican business development conference.

U.S. Employment Service. Research, development and preparation of employer relations handbook.

U.S. Coast Guard. Evaluation of minority recruitment market.

VIDA Community Development Corporation, U.S. Virgin Islands. Research and analytical studies of business ownership and its relation to ethnic characteristics.

INQUIRIES should be directed to either the President or Executive Vice President of ETI.

FAMILY HEALTH CARE, INC.
1211 Connecticut Avenue, N.W.
Washington, D.C. 20036

PURPOSE

To serve domestic and international clients in the fields of practice and patient management, health services delivery, training and organization, health planning and program evaluation, and community-based, family-centered primary care systems.

DESCRIPTION

Family Health Care, Inc., (FHC) is a national health consulting firm which was established in 1970 to provide analytical, developmental, and management skills for technical assistance in economic analyses, project identification, design, and appraisal activities concerning public health, family planning/population, and nutrition, both in the U.S. and throughout the developing world.

FHC has had extensive experience in establishing primary care practices in underserved areas throughout the United States and has

consulted abroad with institutions on the extension of basic health services to dispersed population groups.

FHC's approach emphasizes the establishment of innovative, institutionally-based management and referral services for multiple primary care providers. This is believed to offer a less costly and more efficient alternative to present individual primary care units, each providing a level of services which fosters competitive duplication.

Whether helping to establish a new health system or helping one already established, FHC focusses on helping clients to do the following:

- Develop analytical methodologies for the design and evaluation of health and family planning services delivery projects or systems.
- Develop such systems utilizing public and private sector resources with maximal coverage for least costs.
- Develop appropriate data bases for both evaluative analysis and operational monitoring.
- Develop a financial plan to assure long-term viability of new programs.
- Arrange for provision and management of health care by a team which uses a problem-oriented approach to clinical management.
- Establish standards of quality and economical procedures for regular assessment of the quality of clinical care being delivered and of the efficiency of practice management.

STAFF

Eighteen full-time professional staff members and a complete administrative support staff are based at FHC's principal offices in Washington, D.C. An additional ten full-time professionals work out of eight regional offices.

Three of the professional staff have MD degrees and two have MPH degrees as well. Sixteen have had substantial overseas work experience, and many have foreign language competency. All have some mix of skills in fiscal and financial operations, practice and patient management, training, and health policy/program planning and evaluation.

EXPERIENCE

AID-Financed Activities

Korea, 1974-75. Analysis of health care delivery system; identification of health project for assistance loan; and development

with the APHA of project plan for organization of the national Health Development Institute.

Pakistan, 1975. Analysis of health manpower supply, need and demand in preparation for project loan.

---, 1976. Evaluation of population planning program.

Syrian Arab Republic, 1976. Review of health manpower training needs and issues as basis for health project identification.

Tunisia, 1976. Analysis of health care delivery system as basis for identifying development project.

Worldwide, 1976. Assessment of family planning service programs in 21 selected countries.

Other Activities

National Health Services Corps, 1972 to date. Prime contractor for technical assistance for the establishment of 320 community health corporations, mainly rural-based, in 50 states.

The Pathfinder Fund, 1975-76. Review of population program training for developing world participants sponsored by Pathfinder Fund.

Various clients. Developmental planning for prepaid health care systems, including development of capitation fees and insurance schemes.

PUBLICATIONS

For AID: An Assessment of Family Planning Services Programs in 21 Selected Countries. 1976.

For The Pathfinder Fund: An Assessment of Worldwide Family Planning Management Training Seminar-Workshops Conducted by the Centre for Population Activities. 1976.

INQUIRIES should be directed to either the Chairman of the Board or the Secretary-Treasurer of FHC.

FIRST HARLEM MANAGEMENT CORPORATION
144 West 125th Street
New York, New York 10027

PURPOSE

To provide financial, management and economic consulting and research services to private organizations, institutions and government agencies.

DESCRIPTION

Incorporated in 1972, First Harlem Management Corporation (FHMC) is a wholly-owned subsidiary of First Harlem Securities Corporation, a minority-owned member of the New York Stock Exchange.

FHMC provides management consulting services to borrowers and to those companies and individuals qualifying for assistance from the Small Business Administration, under contracts from the SBA.

In addition to studies in the general business area, FHMC has provided consultation, evaluation, program development, research and overall monitoring services to a variety of programs.

The company also has a health management planning and consulting unit. This unit has experience in the health area in evaluation of programs, proposal development, management designs, feasibility studies, and design and administration of community-based family planning and health centers.

An affiliated company, Minority Enterprise Research and Investment Clearinghouse, Inc., (MERIC) specializes in the location of available good franchise opportunities and the formation and funding of minority enterprises.

FHMC believes in action-oriented programs within inner cities that will help minorities to become successful, and has committed itself to improving the quality of life in the inner city. The company also maintains a full-time community coordinator who works with individuals, organizations, schools, and businesses within the inner city in order to develop community expertise in entrepreneurial activities.

STAFF

The FHMC has a professional and supporting staff of 24, as well as outside consultants on call, to accomplish the tasks assigned in finance, corporate development, overall and specific feasibility studies, financial management, marketing, accounting, mergers and related activities. MERIC has its own complement of professional and supporting personnel.

EXPERIENCE

FHMC, and individuals within the company, have undertaken assignments outside the United States on both general economic study programs and an individual company or industry basis. This has included assignments on start-up ventures, expansion programs, problem solving and entrepreneurship training. FHMC is currently under contract to the World Bank on one such assignment in Africa: consultation and business development services for the Lesotho National Development Corporation.

FHMC has worked on over 300 assignments from the SBA involving companies of various sizes and kinds of business. It is also under contract to the Office of Minority Business Enterprise (OMBE) to provide intensive and continuous management and technical services to a number of minority companies in a four-state area which includes New York, New Jersey, Connecticut and Pennsylvania. This is a research and development program. The affiliated company, MERIC, is currently working under a contract with the Office of Minority Business Enterprise.

GROUP SEVEN ASSOCIATES, INC.
815 King Street
Alexandria, Virginia 22314

PURPOSE

To provide consulting services in the practical applications of the behavioral sciences to problems of industry, government and education.

DESCRIPTION

Group Seven Associates, Inc., incorporated in 1971, is a diversified research, development and consulting firm primarily engaged in practical applications of behavioral and social science methodology to management, evaluation and training with specific reference to socio-economic change and development.

STAFF

Group Seven's small core staff of three professionals have all worked overseas on U.S. Government and other contracts, and have strong skills in French, Spanish and other languages. Highly qualified administrative/research assistants, management generalists and technical specialists are available to Group Seven for specific assignments in such substantive areas as agriculture, health, population, learning/curriculum, economics, medicine and manpower.

EXPERIENCE

AID-Financed Activities

Revision of Agency's "Program Design and Evaluation Seminar," 1976.

Development of training case material for companion volume to Agency's publication, "A Guide to Team Leaders," 1974-75.

Advisor to education sector on assisting Ghana, Liberia and Nigeria with their manpower management problems.

Other Activities

U.S. Department of Labor, 1976. Study to develop new types of employment tests.

Group Seven's senior people, prior to joining the firm, had extensive experience in personnel selection, training, attitude measurement, race relations, manpower planning, international development and program evaluation. The clients who sponsored these activities include the U.S. Department of Defense, Ministry of Education and Mobil Oil in Nigeria, U.S. Office of Education and Peace Corps.

PUBLICATIONS

Fiks, A.I., "Objective Testing and Improvement of Education in West Africa," West African Journal of Education, June 1972.

INQUIRIES should be directed to the President of Group Seven.

HUMAN RESOURCES MANAGEMENT, INC.

Suite 400
2555 M Street, N.W.
Washington, D.C. 20037

PURPOSE

To conduct projects involving research, planning, development and training of human resources for governmental agencies and private and international organizations.

DESCRIPTION

Human Resources Management, Inc., (HRM) is a private business enterprise established in 1975. It provides human resource management services in education and training, rural development, health and agriculture. The firm also undertakes environmental studies and research on women's programs. Major services include program design, project identification and appraisal, personnel recruitment and selection procedures, organization, administration and evaluation.

STAFF

The nine full-time professional staff members in HRM's Washington headquarters are supplemented by consultants on most of the firm's

projects. The specialties of this staff include planning of educational programs; cross-cultural communication and behavioral science research; agricultural education and farm management; project evaluation and analysis; feasibility studies; transportation systems; manpower surveys; and women's programs. HRM also maintains active rosters of selected and screened consultants available for short-term and long-term assignments.

EXPERIENCE

Because it was only recently established, HRM has not yet worked abroad. It has entered into a contract for such work, however, and most of its staff have previous overseas experience. In the United States, HRM undertook the following projects in 1976 for the Federal agencies indicated:

Federal Aviation Administration. Study of land use around airports.

Federal Highway Administration. Study of proximity effects of recreation and cultural centers.

National Highway Traffic Safety Administration. Design and conduct of a State review of research programs.

National Institute of Mental Health. Survey and annotation of educational materials relating to rape.

Veterans Administration. Study of health care for the veteran.

INTERNATIONAL AGRICULTURAL DEVELOPMENT SERVICE

1133 Avenue of the Americas
New York, New York 10036

PURPOSE

To provide services to increase food supplies for hungry nations and to alleviate the poverty of rural populations.

DESCRIPTION

The International Agricultural Development Service (IADS) was incorporated in the State of New York in 1975 as a non-profit institution. It will work with interested countries in programs that will accelerate agricultural and rural development, involve major developmental goals and significantly contribute to the elimination of hunger and poverty. IADS expects to contribute primarily by providing, at cost, needed managerial, scientific and technical services to countries wishing to increase food production quickly and, at the same time, to train additional numbers of national personnel so as to permit sustained progress with minimal external assistance.

IADS is not a fund-granting organization, but it may consult with governments without charge or obligation. Other services will be provided at cost to individual countries when (a) national authorities so request, (b) IADS capabilities are applicable, (c) there is an agreed-upon program of work, (d) suitable financing is available and (e) the IADS Board of Trustees approves of arrangements for such involvement.

IADS will work with a nation to obtain needed services from whatever source and in whatever combination is most advantageous for the nation. It will represent country interests in the study of development needs, formulation of programs and proposals, negotiations on grants and loans, and the staffing, management and evaluation of programs.

IADS will undertake contract work only when necessary to enable nations to implement important programs. In country programs where its services have been contracted, IADS will work for the national institutions involved. Its assigned staff will report to national authorities and will perform as co-workers. Arrangements with countries may provide for such IADS services as (a) assignment to national institutions of professionals to serve as consultants, short-term specialists, or leaders and specialists to plan, implement, staff, or assist in managing long-term programs; (b) training of national personnel; and (c) logistical services.

Normally, IADS is most concerned with how a developing nation can use its services in the formulation and execution of agricultural research and production programs, embracing a number of commodities and activities, as opposed to becoming involved in single, isolated projects. IADS is interested, however, in project management when it is clear that the project is part of or will lead to a comprehensive national program with respect to the commodity, problem or sector.

STAFF

IADS has a small, full-time staff of professionals and recruits other professionals as required to man contract activities.

EXPERIENCE

Nepal, 1976. IADS has a contract with the Government of Nepal for the management of an accelerated cereals improvement program involving research, field testing, and extension of improved materials and practices for rice, wheat and maize; plus research for improvement of farming systems and economic studies related to agricultural production. The project is supported by AID.

Indonesia. IADS expects to enter into a contract with the Government of Indonesia for supplying staff and certain services for improvement of agricultural research and extension related to rice, rubber, vegetables and crops grown in connection with rice. This program is supported in part by the World Bank.

PUBLICATIONS

No publications have been issued to date, with the exception of a brochure on the services of IADS.

INQUIRIES should be directed to the President of IADS.

INTERNATIONAL MANAGEMENT ASSOCIATION, INC.
135 West 50th Street
New York, New York 10020

PURPOSE

To provide programs, products and services to improve the managerial process within client countries and the international community.

DESCRIPTION

The International Management Association, Inc., (IMA) is a division of the American Management Associations (AMA), which was formed in 1973 by combining several associated management organizations into a not-for-profit educational organization, incorporated in the State of New York.

IMA is a worldwide network of management centers that produce programs responsive to specific national needs and also bring the resources of AMA to the management community in the regions they serve. IMA Management Centers develop programs, products, and services to suit specific cultures and languages.

The IMA Management Centers are complete management training and development units, designing and producing seminars, courses and conferences in their own and local facilities. They provide a full range of AMA/IMA management publications and services, including in-company training and assisting companies to analyze their training needs. These Centers are now located in New York (headquarters), Brussels, Sao Paulo, Buenos Aires, Mexico City, Montreal, and the Middle East.

Associate organizations of AMA include:

- The Presidents Association. Conducts management courses, roundtables, forums and briefings for chief executive officers.
- The Professional Institute. Offers customized management training for government, education, health, and service associations, and charitable organizations.
- The Center for Management Development. Conducts meetings for both the management community in general and individual organizations.

- The Center for Planning and Implementation. Conducts planning sessions for top management groups from business, government and the public sector.
- Multi-Media Programs. Offers complete management training "packages" designed to enable an organization to conduct its own training sessions.
- Management Information and Research Service. Conducts research studies to gather information about management practices, problems of managers, and effectiveness of various management techniques.

STAFF

IMA is represented among the 45 officers and trustees who govern and direct AMA and shares in support from AMA's 650 employees in the United States and more than 100 abroad who conduct AMA's management activities.

EXPERIENCE

Functioning as a source of management training and development in foreign countries, IMA staff are in touch with educational needs in the management community through its Correspondent Associations. These associations are located in Chile, Ecuador, Ghana, Guatemala, India, Nigeria, San Salvador, Saudi Arabia, Singapore and Taiwan.

Representative IMA projects are listed below.

Africa and Mid-East Nations. Management education surveys to determine training and development needs for the Office of Private Cooperation, U.S. Department of State.

United States. Developed customized multi-media training package for distribution to the nationwide network of Cooperative Extension Services for the U.S. Department of Agriculture.

---. Design and operation of workshops for industrial plant managers in order to develop awareness of energy conservation measures.

---. Seminar on group process and organizational problem solving for regional manpower staff of U.S. Department of Labor.

---. Developed series of management skills workshops for middle management personnel of U.S. Trust Territory of the Pacific Islands.

PUBLICATIONS

AMACOM, the publishing arm of AMA, is one of the largest publishers of management books. It maintains a list of 400 active titles.

INTERNATIONAL MANAGEMENT DEVELOPMENT INSTITUTE, INC.
One Dag Hammarskjold Plaza
New York, New York 10017

PURPOSE

To enhance management skills in developing nations.

DESCRIPTION

The International Management Development Institute, Inc., (IMDI) is a U.S.-based, private, non-profit organization founded in 1959. Its principal activity has been the development and delivery of tailor-made, short-term, management training programs overseas. IMDI has not yet had occasion to organize training specifically for project management. It considers this field to be within its scope of operations, however, and believes that its flexible structure and access to planning and training expertise are well adapted to tailor-make project management training programs.

STAFF

IMDI has a purposely small regular staff (only its president is full-time) but its trustees, program advisers and, through them, others give the organization access to the specialized skills and experience required for design, planning and evaluation of management training suited to particular client needs in the developing nations.

IMDI's trainers come from schools of business, other institutions of higher education or management training, business firms and other organizations in North America, Europe, Africa and elsewhere. IMDI has a network of contacts in such institutions and also maintains a roster of over a hundred experienced trainers prepared to participate in its programs.

EXPERIENCE

IMDI's programs have been attended by nearly 450 managers of more than 200 public, private, and parastatal enterprises and government agencies and projects of many kinds in 21 countries in Africa. In the past two years, the following training programs have been conducted:

Ivory Coast, 1976. For the top management of a state enterprise.

Sudan, 1975. For senior executives of projects, agencies, and firms in the agricultural sector.

Togo, 1975. For owners/managers of small and medium enterprises.

---, 1975. For directors-general of public enterprises.

PUBLICATIONS

IMDI News.

1975 Annual Report.

"Modern Management at the Service of Togalese Entrepreneurs."

"Modern Management at the Service of Voltaic Entrepreneurs."

(Copies of the last two items were submitted to AID by the Council of the Entente, Abidjan, for whom they were prepared by IMDI.)

INQUIRIES should be directed to President, IMDI.

INTERNATIONAL SYSTEMS AND CONTROLS CORPORATION

Post Office Box 2589
Houston, Texas 77001

PURPOSE

To provide services and products for the development of energy, agricultural and forestry resources, and the processing, storing and handling of natural resource products and by-products.

DESCRIPTION

The International Systems and Controls Corporation (ISC) is engaged in engineering, manufacturing, trading and financial operations on a worldwide scale. Its capabilities include concept development, feasibility analyses, process design, facilities engineering, equipment manufacturing and supply, marketing, project finance and management.

The company's primary business activities are conducted through its subsidiaries, among which the following emphasize project management capability and experience in the fields indicated:

Stadler Hurter Limited - forest and fiber industries.

N. V. Verkor - particle board manufacturing.

H. C. Mason & Associates - forestry consulting and engineering services.

Sanderson & Porter, Inc. - electric power, desalination, metals and mining.

Lang Engineering Corporation - food and agro-industrial projects.

J. D. Wilson & Partners - animal feed industry, bulk storage and handling.

These subsidiaries were independent firms which merged with ISC on various dates between 1971 and 1976. They were organized into three main groups: Engineering, Manufacturing and Finance. The Engineering Group provides total facilities design and engineering, construction supervisory services and technical management. The Manufacturing Group supplies major equipment packages or key components for projects of its own or those headed and planned by either the Engineering or Finance Group. The Finance Group, in addition to project development and co-ordination, arranges funding for projects, provides for product marketing and manages ISC equity interests.

STAFF

Professional personnel alone of the individual subsidiaries total more than 650, mostly engineers in the various disciplines, and also include foresters, economists, systems analysts, architects, ecologists and computer experts.

EXPERIENCE

ISC operates extensively in the industrialized areas of the world but it has undertaken projects utilizing the company's capabilities to solve problems of countries presently developing their industrialization. The projects undertaken are designed to utilize the raw materials and human resources available in these developing countries through the application of advanced technology, capital, management and marketing. Examples of projects in process by the company during the period 1974-75 include the following:

Iran. Design, engineering and management of two wood and paper products complexes.

Ivory Coast. Design, engineering, project management, construction and start-up services in connection with the implementation of a sugar production and processing complex.

Nicaragua. Design, engineering and construction of grain storage facilities.

Saudi Arabia. Design, engineering and construction supervision of a water desalination and power generation complex.

PUBLICATIONS

Brochures of ISC and individual subsidiaries.

"The Economic Impact of Integrated Board and Other Building Products in the Development of a Forest Products Industry." Presented at FAO World Consultation on Wood Based Panels, New Delhi, India, October, 1974.

"Land Use Planning for the Umqua National Forest - An Economic Analysis."
Published by the Western Environmental Trade Association, March, 1974.

JWK INTERNATIONAL CORPORATION
7617 Little River Turnpike
Annandale, Virginia 22003

PURPOSE

To provide practical solutions to a variety of problems in government and industry by applying modern research and analysis techniques.

DESCRIPTION

The JWK International Corporation (JWK) is a minority-owned small business firm, 8(a) certified, founded in 1973. JWK's areas of expertise include:

- Social and Economic Program Planning, Analysis and Evaluation: studies of government programs in manpower training, health care services, urban affairs, minority business enterprise development.
- Economic Studies: impact, feasibility, cost/benefit, transportation, environmental, agriculture, technology.
- Business Management Studies and Consulting: management technology, marketing, production, manpower systems analyses.
- Computer Software Services and Systems Design: implementation of management information and data management systems.
- Operations Research and Statistics: optimization, modeling, linear programming, statistical techniques.

STAFF

JWK has a headquarters staff of over 50 and a field staff of over 100 distributed nationwide. Seventy percent of the staff--technical and management personnel--are at the Ph.D. level and have multidisciplinary backgrounds.

EXPERIENCE

AID-Financed Activities

Haiti, 1975-77. Technical assistance in analyzing, evaluating and determining agricultural policy; and agricultural development support.

Rwanda, 1975-77. Research on local cooperatives for possible AID assistance.

Other Activities

These include program and project evaluations, development of management control systems, cost/benefit and other studies for such clients as the Departments of Health, Education and Welfare, Labor, and Transportation, NASA, the Federal Power Commission, Oregon State University, the National Alliance of Businessmen, and the Planning Research Corporation.

INQUIRIES should be directed to the President of JWK.

KAISER FOUNDATION INTERNATIONAL
300 Lakeside Drive
Oakland, California 94666

PURPOSE

To provide medical-operations management and consultation services for international and domestic health care programs in remote areas.

DESCRIPTION

Kaiser Foundation International (KFI) was first organized in 1957 as a California nonprofit corporation under the name Kaiser Foundation of Hawaii. Its original purpose was to develop charitable, scientific, educational and hospital programs on a local basis.

In 1964, the Foundation undertook certain health care activities in Ghana. It also undertook to create hospitals and to promote, both in the U.S. and abroad, health care programs, including public health, prevention of disease, early detection of impairments to health and the training of suitable persons in medical and paramedical skills. Emphasis was placed on spreading the cost of health care through nonprofit medical and hospital service plans and on actually conducting such plans where invited by governments, labor and welfare organizations or employers. The Foundation's name was also changed to Kaiser Foundation International to reflect the broad geographical scope of its potential activities.

KFI's health service capabilities embrace systems, facilities, equipment and personnel management. KFI's approach is to stimulate clients' self-reliance in the development of health delivery services by training clients' personnel through the design of and participation in controlled field demonstration projects and by assisting clients to improve their indigenous systems and existing managerial processes and capabilities. KFI, in association with architectural and engineering firms, undertakes to assist in developing appropriate innovations or

improvements in the design of medical facilities and administrative procedures for efficient operation.

KFI takes an interdisciplinary approach to health care delivery, viewing health services as a total and comprehensive integrated system without losing the flexibility to focus on any part of the system as needed. As a nonprofit organization, KFI's ultimate goal and decision rule in the selection of projects is that a major outcome of each project must be the eventual improvement in clients' health care methodology.

STAFF

KFI has a staff of 20 individuals, 12 based in the United States and eight working overseas. The professional complement includes physicians (4), health administrators (7), specialists in management development and medical equipment procurement (2), and nurses (2). This group of full-time specialists is supplemented by a large roster of consultants, including the physicians and staff of the Kaiser Foundation Medical Care Program.

The staff has language capabilities in Spanish, Portuguese, Papiamentu, Bahasa, French and Arabic, as well as English.

EXPERIENCE

Aruba, 1974. Prepared mental health planning study.

Bahamas, 1973. Technical assistance in the selection and installation of hospital equipment.

Brazil, 1973. Prepared new outpatient facility program for prepaid health plan, Sao Paulo.

Chile, 1975. Estimated the cost of a pilot medical care project in Santiago modeled after the Kaiser-Permanente program in the United States.

Curacao, 1973. Hospital and public health management services for two hospitals and the Department of Public Health.

Egypt, 1976. Feasibility study for a private hospital corporation in Cairo.

Ghana, 1975. Long-term assistance to the Ministry of Health in establishing a management planning unit and in the preparation of the health sectoral portion of the 5-year national development plan.

Indonesia, 1973. Prepared feasibility study for Employers' Health Service in Jakarta.

Ivory Coast, 1975. Design assistance; site selection; equipment specification, procurement, installation; staffing; training of local personnel; environmental sanitation supervision and hospital management services in Taabo.

Latin America, 1974. (For United Nations Development Program) Prepared a health care technical assistance report involving visits to nine countries.

---. Evaluation of the Latin America Center for Health Planning in Santiago, Chile.

Venezuela, 1975. Formulated a protocol for Centro Medico Docente La Trinidad, Caracas, to guide the design and development of a health testing service emphasizing multiphasic and physical examinations for industrial clientele.

JAMES R. LEONARD ASSOCIATES, INC.
1200 18th Street, N.W.
Washington, D.C. 20036

PURPOSE

To provide government and industry with economic, management and social consulting services for development programs.

DESCRIPTION

James R. Leonard Associates, Inc., (JRLA) is a firm of consulting economists and development planners. The services it provides include: national and regional economic development planning; industry studies; evaluation and management of social and community projects; capital project and land development feasibility analyses; environmental impact studies; and computer facilities.

STAFF

The JRLA staff includes 14 professional members in the economics and management fields. As a division of Benham-Blair and Associates, Inc., an architectural and engineering firm, JRLA has access to additional personnel resources for a great variety of projects.

EXPERIENCE

The following are a few specific examples of JRLA projects, overseas and in the United States:

Malaysia. National transportation planning and regional planning for State of Penang.

---. Master planning for tourist/resort development.

Micronesia. Economic development planning in the U.S. Trust Territory of the Pacific Islands.

Nepal, Pakistan. Assistance to community development projects.

Trade study in connection with deep water port requirements. For U.S. Corps of Engineers.

Evaluation of community service projects for the Economic Development Administration, the Office of Economic Opportunity, and many state and local governments.

Economic feasibility studies for the planning of facilities at Port Everglades, Florida.

LOGICAL TECHNICAL SERVICES CORPORATION

71 West 23rd Street
New York, New York 10010

Washington Office
Suite 600
7900 Westpark Drive
McLean, Virginia 22101

PURPOSE

To provide specialized services in management techniques, systems development and information technology for government and commerce.

DESCRIPTION

The Logical Technical Services Corporation (LTS) is a management consulting and engineering firm established to apply advanced technology and skills to client problems. It is a minority-owned, 8(a)-certified firm incorporated in the State of Delaware in 1968.

LTS is divided into four basic operating divisions:

- Technology Transfer Division. American research and development programs in specialized areas such as aerospace, nuclear energy, health and computers have generated a vast storehouse of valuable technological knowledge and skills. This division disseminates and adapts much of this technology to other research and development needs and to the solution of social and industrial problems.

- Contract Engineering Division. Provides top-level people to industry, including engineers, scientists, information systems specialists and management consultants in marketing, law, corporate planning and evaluation.

- Instruments Division. Engages in product design, development and production. Its engineers and technicians design and develop engineering models to meet client requirements; the production equipment is then manufactured in LTS's own facilities. Typical products include read-only memory simulators (ROM-SIM), high-speed automatic testers and microfilm systems. LTS also has its own proprietary line of digital test equipment.

- Administrative Support Division. Provides all of the supporting functions in accounting, contract administration, management information, systems marketing information, and graphics which are required.

STAFF

LTS has approximately 85 professional people. They include many different disciplines--health specialists, physicians, economists, agriculture experts, geologists, abstractors, indexers, literature searchers, systems analysts, programmers and technical writers capable of developing and documenting various types of systems.

The staff also draws upon such tools as mathematical modeling, statistical studies, operations research, engineering, management information studies, operations research, engineering, management information systems, computer analogs and other advanced techniques.

EXPERIENCE

AID-Financed Activities

1974 (ongoing). Management information system for the Food for Peace Program.

1976 (ongoing). Analysis of the AID Chilean Mission Food for Peace distribution system.

1976 (ongoing). Data reduction of AID information on foreign assistance projects.

Other Activities

1976 (ongoing). International health studies for less developed countries for U.S. Department of Health, Education and Welfare.

LTS has also performed work in the technical areas indicated for such firms as National Cash Register, General Electric, Bendix, IBM, Litton Data Systems Division and the Brookhaven Laboratories of AEC.

INQUIRIES may be directed to either the LTS President in the New York office or its Vice President in the Washington office.

H. B. MAYNARD AND COMPANY, INC.
Public Operations Division
100 Constitution Plaza
Hartford, Connecticut 06103

PURPOSE

To improve resource utilization by upgrading plant and facilities and designing practical manual management reporting systems.

DESCRIPTION

H. B. Maynard and Company, Inc., established in 1934, is a subsidiary of Planning Research Corporation. It is an internationally-based management and consulting organization, helping managers in industry and government improve their use of human resources and physical facilities.

Maynard provides general management, functional and training services.

General management services include:

- Long-range planning and feasibility studies.
- Organization studies and management audits.
- Salary and job evaluation.
- Cost control.
- Cost reduction.
- Activity value analysis.

Functional services include:

- Management systems--operations control systems, warehousing and distribution programs, sales and marketing programs, applications software packages.
- Industrial engineering services--work measurement, methods engineering and work simplification, productivity controls, facilities planning, administrative management services, administrative value analysis, administrative manpower planning, value management, maintenance management and engineering research management.

Maynard makes available basic and comprehensive training courses related to the services offered. The courses are for management, supervisory and industrial engineering personnel. In addition, special courses can be developed to meet a client's special needs.

STAFF

Planning Research Corporation employs over 4,000 people worldwide, with offices in 28 states and 44 countries, including Bangladesh, Bo-

livia, Burma, Chile, Dominican Republic, Guatemala, Guyana, Honduras, Indonesia, Nigeria, Philippines and Thailand.

Maynard employs approximately 400 professionals with six domestic and 12 European offices. The majority of its professionals are engineers--mechanical, industrial, chemical, civil, naval, architectural. Most others have a business administration background. All have practical knowledge of manufacturing operations.

In each of Maynard's European offices the staff is composed mostly of residents of that country. Languages used in carrying out assignments include Spanish, Swedish, Danish, French, Italian, Finnish, Dutch and German. As a multi-national firm, Maynard has little difficulty in staffing assignments where a specific language capability is needed.

EXPERIENCE

Bahrain, 1975-76. Evaluation of the productivity and adequacy of the maintenance function was made for CALTEX. Implementation of the recommendations is now in process.

Brazil, 1974-75. Installed industrial engineering function for CVRD, Victoria, in ore car overhaul shop and port operations. Included training of staff and guiding them in carrying out a number of projects.

Ireland, 1975-76. Installed a productivity improvement program for Irish National Railroad, covering the maintenance of all vehicles.

Libya, 1975-76. Made project definition study at an oil collecting center in Benghazi. The implementation of this plan is now under consideration.

United States, 1975-76. Made a complete study--organization, operation and maintenance--of all mobile equipment in Bethlehem Steel's Sparrows Point Plant.

---, 1974-75. Developed and installed complete maintenance management program for Getty Oil's Delaware Refinery.

Venezuela, ongoing. Setting up project control of a large shipyard development program.

PUBLICATIONS

H. B. Maynard and Company brochures: general and individual divisions--Public Operations, Capital Projects, and Training Services.

Planning Research Corporation--general brochure.

"Maynard Production Systems."

"How to Manage Maintenance," by John J. Wilkinson.

"Increasing Productivity by Scientific Work Measurement," by E. C. Ross.

MEDICAL SERVICE CONSULTANTS, INC.

Suite 1217
1500 Wilson Boulevard
Arlington, Virginia 22209

PURPOSE

To provide consulting, technical management and administrative services in the health care field.

DESCRIPTION

Medical Service Consultants, Inc., (MSCI) is a private consulting firm incorporated in the District of Columbia in 1973. It works exclusively in the health care field, both in the United States and overseas, providing services in the following areas:

- Policy and program development.
- Health care planning.
- Quality of care assessment.
- Manpower planning and analysis.
- Research design.
- Program evaluation.
- Health sector analysis.
- Program implementation.

STAFF

MSCI has a full-time staff of ten health care professionals with background and experience in the following health disciplines:

- | | |
|-------------------------|-------------------------------|
| - International health. | - Industrial health. |
| - Public health. | - Health care economics. |
| - Clinical medicine. | - Health care administration. |
| - Nursing. | - Nutrition. |
| - Epidemiology. | - Health records. |

- Family planning.
- Medical/social anthropology.
- Biostatistics.
- Health care delivery systems.

In addition, MSCI staff has overseas experience with several international organizations, and possesses language proficiency in French, Spanish, Arabic, German, Thai, Russian, Portuguese and Swedish.

EXPERIENCE

Cameroon, 1976. Practical training and health education project development for Ministry of Health.

Kenya, 1976. Evaluation of family planning project for AID.

Liberia, 1975-76. Development of a health planning unit; national health planning. For the Ministry of Health.

Morocco, 1976. Development of a family health training project for Ministry of Health.

Nigeria, 1975. Development of a national family health program for the Institute of Child Health, University of Lagos.

Senegal, 1976. Maternal, child health and family planning project planning for Ministry of Health.

Tanzania, 1976. Restructuring of ongoing training project for maternal child health aides for Ministry of Health.

Zaire, 1975-76. Development of basic family health services; project planning for health system; management; economic analyses of a measles epidemic. For the National Council for Health and Well-Being.

INQUIRIES should be addressed to President, Medical Services Consultants, Inc.

MORCOM SYSTEMS, INC.
1728 N Street, N.W.
Washington, D.C. 20036

PURPOSE

To provide telecommunications engineering and management services.

DESCRIPTION

Morcom Systems, Inc., was established in 1966. Its management services are primarily directed toward telecommunications operating

companies or agencies. These services include all facets of management, such as design of a new organization, definition and description of the functional units, and development of plans for implementing a new or re-organized management structure. Morcom also provides telecommunication management specialists as advisors to assist in the implementation and operation of telecommunication entities. In addition to general management, services are provided in such areas as commercial telephone operations, revenue accounting, data processing and billing, plant operations, engineering and traffic.

STAFF

Morcom personnel number about 20, covering all phases of telecommunications engineering and management. These management specialists include personnel with experience as general managers of operating telephone companies, financial vice presidents and comptrollers of operating companies, as well as accountants, general plant managers, and commercial managers.

EXPERIENCE

Brazil, 1970-75. Supervision for the Inter-American Development Bank of all aspects of an \$87 million telecommunication project, including management reorganization. Language: Portuguese.

Colombia, 1975 (ongoing). Preparation of organization plan for the Ministry of Health for the operation of a proposed national health communication network. Language: Spanish.

Haiti, 1973-74. Provided services for direction and operation of all technical services of the national telephone company. Language: French.

Jordan, 1974 (ongoing). Preparation of organizational development plan, management advisory assistance, and implementation of plan for national telecommunications corporation.

Republic of Chad, 1975 (ongoing). Preparation of telecommunication management organization plan for the Office of Posts and Telecommunications. Commissioned by the International Telecommunications Union. Language: French.

PUBLICATIONS

Morcom reports include:

Le Plan de Developpement A Long Terme des Telecommunications de la Republique du Tchad, August 1976.

Survey and Initial Study of the Colombia Health Communication System, July 1975.

Implementation Plan for Telecommunications Corporation of Jordan, May 1974.

MULTINATIONAL AGRIBUSINESS SYSTEMS INCORPORATED

1725 K Street, N.W.
Washington, D.C. 20006

PURPOSE

To identify, develop, finance and manage joint ventures in agribusiness and to provide international development and consulting engineering services in related fields.

DESCRIPTION

Multinational Agribusiness Systems Incorporated (MASI) was founded in 1970 as a Delaware Corporation. Its major activities are summarized below.

Joint Ventures

These represent MASI's primary business. They may be with local private sector firms or public sector companies; and they normally would involve integrated production operations and processing plants. Products or services may be highly varied, including fertilizers, seeds, custom farm services, grains, livestock, fish, and wood. MASI is a commercial operating organization that seeks to exploit its project development, plant management, and export marketing know-how for equity awards. MASI's income from these activities comes from immediate cash reimbursements for management services charged at cost and from dividends which represent MASI's profit.

International Development Services

These include a broad range of professional services in agriculture, rural development, education, human resources development, and rural health planning and management. Also included are soil and land use surveys, water resources management, farm/ranch irrigation engineering, design and construction planning for integrated food crops, and livestock/poultry production and processing facilities. These services are usually for program design or project identification, development, appraisal, economic/financial analysis, and evaluation. They are undertaken for governments, international development institutions, or private firms. In addition, MASI performs comprehensive management audits of public sector organizations charged with operating responsibilities. MASI's income for international development services comes from cash fees, usually on a cost plus fixed fee basis.

Consulting Engineering Services

These include preliminary design and engineering studies; analysis and confirmation of prime engineering/construction contractor's detailed feasibility studies, planning, and proposed prime contract; and supervision, as part of the plant/mill owner's management team, of the engineering, construction, and cost schedule performance by the prime

contractor. MASI can also provide the owner with a plant and business management team of expatriate professionals to train and develop the local staff and management under a long-term management or advisory contract. MASI's income for consulting engineering comes from cash fees, usually on a cost plus fixed fee basis.

STAFF

MASI has a staff of full-time and part-time personnel consisting of officers, managers, other professionals, and administrative assistants, including professional translators. Presently the staff works in English, French and Spanish, but capabilities in Arabic and Portuguese are to be added. MASI has also appointed a few representatives overseas for locating joint ventures and management consulting opportunities.

MASI, however, considers its most important resource to be its current roster of approximately 1,400 personnel, screened and selected as consultants or applicants for short-term, long-term, or permanent assignments. These rosters are being actively developed by MASI and candidates are chosen from private agribusiness companies, U.S. land-grant universities and other agricultural educational institutions, and private international development foundations.

EXPERIENCE

Joint Ventures

The following are among those that have been initiated:

Nigeria. An integrated soybean production and vegetable oil processing complex with Ado Ibrahim & Co., Ltd., Lagos.

Saudi Arabia. An agribusiness development, management, and investment company with a major petroleum company.

International Development Services

AID-Financed Activities

Afghanistan. Technical assistance as advisors to Government-owned fertilizer company.

Chad. Assistance to an AID Agricultural Task Force. A MASI team of an agronomist, agricultural economist (production), agricultural education specialist and an administrative assistant designed an integrated rural development project, including seed multiplication.

---. Supplied specialists in grain marketing and fish production to determine what technical assistance role AID could play in the accelerated development of these sub-sectors of the country's agricultural economy.

---. Continued assistance to the earlier integrated rural development and fisheries program design projects. Principal objective in both projects is the presentation of the details of a recommended program of development and costs.

Haiti. Assessment of the institutional capacity of the Ministry of Agriculture and educational institutions to carry out a proposed integrated large-scale agricultural development project.

Kenya. Comprehensive agricultural credit study. Involves a team of six MASI personnel, including specialists in project management, credit, British banking systems, marketing and production economics, and agriculture. Small farmer development is the objective of the study.

Liberia. Conducted a food and nutrition development study within an integrated rural development project for Lofa County.

Niger Republic. Made a soils resource study for a proposed agro-pastoral development/resettlement area in the Say Region, including evaluation of existing hydrological and soils studies, making soils suitability tests, and consideration of ERTS satellite information.

Sri Lanka. Performed a comprehensive analysis of the technical and economic aspects of the operations and planning of the Paddy Marketing Board (PMB), a government parastatal organization.

Other Activities

Afghanistan. Assisted a new government-owned fertilizer company in organizing, developing, training and managing staff for the importation and distribution of fertilizers.

Indonesia. Served as project development and financing consultant to a major American wood products corporation planning a manufacturing complex in Kalimantan and Java.

Consulting Engineering Services

Ivory Coast. A five-man MASI team carried out consulting assignment on feasibility of sugar processing project.

NATIONAL RURAL ELECTRIC COOPERATIVE ASSOCIATION, INC.
2000 Florida Avenue, N.W.
Washington, D.C. 20009

PURPOSE

To promote rural electrification, rural industry and community facilities in newly developing countries.

DESCRIPTION

The National Rural Electric Cooperative Association, Inc., (NRECA) established in 1942, is designed to serve as the national trade association for all of the rural electric systems in the United States that wish to join on a voluntary basis. The organization now is supported by approximately 1,000 rural electric systems in the U.S., with a membership of some seven million families.

NRECA is organized by departments to carry out special services for rural electric systems in the United States and overseas. Project management services are performed by the Management Services Department, which conducts management, supervisory and specialized technical training programs for the rural electric systems on a self-supporting basis. This Department also provides the cooperatives with comprehensive consulting services, including organization, wage and salary studies, development of long-range plans and controls, management audits and employee studies. It has a large staff of professional consultants serving systems in the United States and includes an International Programs Division which has been carrying out overseas programs since 1962. These services involve both short-term and long-term advisory assignments. They also include seminar-type training for all clients. The majority of the seminars are planned for domestic clients, but annual programs are planned for international participants.

STAFF

The 35 full-time personnel in the Management Services Department include the following, by specialty:

| | |
|---------------------------|--------------------------------|
| 12 Management consultants | 2 Programers |
| 2 Personnel specialists | 2 Administrators |
| 1 Editor | 2 Public relations specialists |
| 1 Economist | 12 Supporting staff people |
| 1 Contract specialist | |

EXPERIENCE

AID-Financed Activities

India, 1973. Assistance to rural electrification programs in five states.

Indonesia, 1976. Rural electrification planning.

Philippines. Rural electrification studies--national program.

Other-Activities

Bolivia, 1978 (estimated completion date). Assistance to national rural electrification study.

General, 1974. Rural electrification study. IBRD-financed.

---, 1972-76. Annual training course on organization and operation of rural electric systems. USDA-financed.

Liberia, ongoing. Village electrification study. IBRD-financed.

New Guinea, ongoing. Assistance to national rural electrification program.

---, 1975. Rural electrification study.

Nicaragua, 1975. Assistance to national rural electrification program.

Philippines, ongoing. Assistance to national rural electrification program.

PUBLICATIONS

"Rural Electric Newsletter."

"Management Quarterly."

"Management Services Program Guide."

INQUIRIES should be directed to Coordinator, International Programs Division, Management Services Department, NRECA.

NEAR EAST FOUNDATION

54 East 64th Street
New York, New York 10021

PURPOSE

To provide technical assistance to rural areas in developing countries.

DESCRIPTION

The Near East Foundation is a private voluntary organization established in 1930. It was previously known as Near East Relief, established in 1915.

The specialties of the Foundation include agricultural project development implementation, evaluation, management and staff development. The fields involved include rangeland and livestock, land and water development and conservation, fisheries, poultry, and feeder road construction. The Foundation has also assisted academic and

agricultural institution building, vocational education, cooperatives and marketing, rural youth development and public health.

STAFF

The staff includes over 70 specialists, including 15 with doctorates and 20 with masters degrees. The specialists are predominantly agriculturists and engineers.

EXPERIENCE

Botswana, 1973 (ongoing). Livestock and range management; government agency building.

---, 1973-75. Cooperatives, marketing.

---, 1975 (ongoing). Fisheries; farm management.

---, 1976 (ongoing). Agricultural communications.

Ethiopia, 1975 (ongoing). Pulse crops diversification and production.

Ghana, 1969-74. Government agency building, National Agricultural Program Development Unit.

Iran, 1969-74. Academic institution building, Rezaieh College of Agriculture.

Jordan, 1960 (ongoing). Rural village development; rural youth development.

Kenya, 1975 (ongoing). Rural and feeder road construction.

Lesotho, 1973 (ongoing). Soil and water conservation.

Mali, 1974. Livestock and range management project survey.

Mauritania, 1975-76. Rural development project surveys.

Saudi Arabia, 1973-75. Rural potable water well development.

Swaziland, 1975 (ongoing). Ranch development and horse breeding and management.

Togo, 1976 (ongoing). Integrated rural development.

INQUIRIES should be directed to Executive Director, Near East Foundation.

OPPENHEIMER INDUSTRIES, INC.
1808 Main Street
Kansas City, Missouri 64108

PURPOSE

To act as agents, managers and consultants for owners of cattle, ranches, farms, orchards and other agribusiness enterprises.

DESCRIPTION

Oppenheimer Industries, Inc., established in 1915, provides a full line of agricultural services, from experienced field inspectors, through business services which include record keeping and accounting summaries, to management personnel who provide the information required for making economic, tax, and agricultural decisions.

Management activities include services for absentee owners of ranch and farmland as well as owners of direct operations. These services include inspection of properties and supervision of improvement and operations.

STAFF

The company has a staff of approximately 20 professional and 80 support personnel, including agricultural economists, agricultural engineers, animal husbandry specialists, agricultural managers, agronomists, and project managers. In addition, it has approximately 50 part-time people employed in inspection and field activities.

EXPERIENCE

In the past five years, Oppenheimer Industries, Inc., has provided consulting services for more than 20 clients involved with the development and operation of more than 2,500,000 hectares valued at over \$250 million. The company now manages over 730,000 hectares of agricultural properties valued in excess of \$60 million and over 100,000 head of commercial beef cattle valued at more than \$30 million. Its field activities are located in 25 states, while its consulting activities have included Brazil and Australia (investigation and feasibility analysis of beef cattle operations) in addition to Alaska and the continental U.S.

INQUIRIES should be directed to Manager, International Liaison, Oppenheimer Industries, Inc.

PACIFIC CONSULTANTS
3099 Telegraph Avenue
Berkeley, California 94705

Washington Office
Suite 2700
955 L'Enfant Plaza, N., S.W.
Washington, D.C. 20024

PURPOSE

To provide needed information to men and women in responsible, decision-making positions so that effective social, economic and managerial program policies may be implemented.

DESCRIPTION

Pacific Consultants is a Black-owned management and urban research firm founded in 1968. The firm's professional services include: program evaluation; studies of implementation and impact effectiveness; data collection and analysis; staff training; conducting seminars and workshops; information systems development and installation; business studies; computer analysis; and "brokering" consultant services.

STAFF

Pacific Consultants maintains an on-call part-time staff of 25 consultants, as well as a cadre of consultants with a variety of skills. With its home administrative office in Berkeley, California, the firm is also able to tap into the resources of leading universities.

EXPERIENCE

AID-Financed Activities

1976-77. Provides technical assistance in economic sectoral analysis and in project identification, development, design and appraisal activities in agriculture/rural development, education and human resources, and public health and nutrition.

Other Activities

Department of Health, Education and Welfare, 1975-76. Provides specialized services in conference management for the National Institute of Management.

---, 1975 (ongoing). Assists evaluation of reporting system for Social and Rehabilitation Services.

---, 1976-77. Assists U.S. Office of Education in improving management of projects funded by Office of Career Education.

Department of Labor, 1975. Conducted a "Train the Trainer" workshop on EEO and Affirmative Action plans and programs during periods of high unemployment.

PASITAM

Indiana University
1105 East Tenth Street
Bloomington, Indiana 47401

PURPOSE

To contribute to institution building and technical assistance in the developing countries.

DESCRIPTION

PASITAM, the Program of Advanced Studies in Institution Building and Technical Assistance Methodology, is a program of the Midwest Universities Consortium for International Activities (MUCIA). Members of the consortium are the universities of Illinois, Minnesota and Wisconsin, plus Indiana, Michigan State, Ohio State and Purdue universities. PASITAM is funded by a 211(d) grant from AID and administered at Indiana University by the International Development Institute. The grant is intended to increase MUCIA's capacity to contribute to institution building and technical assistance.

The capacity built through PASITAM is reflected in the printed materials produced by MUCIA scholars and in the uses made of them. The materials are used in courses in MUCIA schools and in training by PASITAM and other organizations in the United States and overseas.

PASITAM training draws on expertise inside and outside MUCIA. It provides for informal consultation and exchange in personalized study programs, as well as formal training programs in planning, implementation and evaluation of development projects.

PASITAM's Documentation and Analysis Center monitors publications on aspects of institution building and technical assistance, including studies and reports of development agencies. The Center meets requests for information on this literature.

PASITAM uses panels of MUCIA faculty members on particular subjects to guide development of training activities and courses, to identify needed research and analysis and to stimulate exchange of information.

PUBLICATIONS

PASITAM publications in 1975 included:

Harbans S. Bholā, The India Education Project: A Case Study of Institution Building and Organizational Conflict.

Richard A. Blue, et al., Analyzing Agricultural Projects.

Brian L. Job, Quasi-Experimental Design Methodologies and Their Applicability to Foreign Assistance Projects.

Michael J. Moravcsk, Science Development: The Building of Science in Less-Developed Countries.

Lewis H. Thornton, Organizational Change: A Bolivian Case Study.

PROJECT CONCERN

P.O. Box 1123
3802 Houston Street
San Diego, California 92138

PURPOSE

To operate an international nonprofit medical/dental assistance and training program.

DESCRIPTION

Project Concern is a nonsectarian, nonprofit organization founded in 1961. It relies on monetary contributions, donations of supplies and public and private grants to meet expenses. Project Concern operates hospitals and clinics in the United States and in developing countries. The services provided include preventive medicine, primary or curative care, and the training of health assistants.

Project Concern's approach is to implement and support programs which prepare local people to provide for their own health care. Its "Low Cost Integrated Health Care Delivery System" is intended to make health care available to those who now have little or no access to it. This system includes the following components: primary care (but heavy emphasis is placed on preventive medicine); maternal-child health; nutritional programs; family planning; sanitation and hygiene; and health education.

The ultimate goal of the low-cost integrated health care delivery system is self-sufficiency, that is, the ability of the program to sustain itself indefinitely on in-country resources. Once established, the program may serve as a model which the host government can replicate to diffuse health care throughout the country.

STAFF

More than 300 employees, local and foreign, are involved in Project Concern's field operations.

EXPERIENCE

AID-Financed Activities

Worldwide, 1975-76. Establishment of program for planning development and training for health care delivery systems.

Other Activities

Ethiopia, Guatemala, Indonesia (Bali), Mexico, 1975-ongoing.
Operation of health delivery systems.

The health delivery system operated in Guatemala is the model for 16 similar systems planned by Project Concern for service by 1981 in Latin America, Africa and Asia, the Caribbean, and the United States.

PUBLICATIONS

Brochures.
Annual Reports.
Newsletter.

PROJECT MANAGEMENT INSTITUTE

P.O. Box 43
Drexel Hill, Pennsylvania 19026

PURPOSE

To provide a unifying influence on the advancement of the field of project management, with emphasis on the tools and methods for the planning, organization, direction and control of project-oriented tasks.

DESCRIPTION

Project Management Institute (PMI) is a professional society founded in 1969 and incorporated in Pennsylvania as a nonprofit organization. It has an international membership of people from industrial companies, educational institutions, consulting firms and government. Local chapters of PMI are being formed in a number of cities, including Washington, D.C., San Francisco, Los Angeles and Toronto, Canada.

PMI's objectives are to:

- Foster recognition of the advantages of a professional approach to project management.
- Provide a forum for free exchange of information on project management problems, solutions and applications.

- Coordinate industrial and academic research efforts.
- Develop standardized terminology and techniques to improve communications.
- Provide interface between users of hardware and software systems.
- Provide guidelines for instruction and career development in the field of project management.

Membership in PMI is worldwide but it is now heavily concentrated in the U.S. and Canada. It is open to any person interested in furthering its purposes and actively engaged in the application of project management techniques or in teaching or research in such techniques.

PMI's activities are focussed on three broad areas of interest: professional development, seminar/symposium and annual meeting, and publications. With respect to professional development, PMI maintains active committee programs in standards, education, research and chapter development.

A seminar/symposium is held annually by PMI. Papers are presented by members from all parts of the United States and from many other countries, covering many aspects of project management, including systems development; applications in education, government, construction management, manufacturing and R & D; legal aspects; and use of computer and non-computer techniques. The papers are grouped by subject interest into a number of convenient seminar sessions. In addition, project management workshops are held covering various subjects.

STAFF

The staff consists of one full-time office manager supported by the voluntary efforts of a large group of dedicated members with substantial professional experience.

PUBLICATIONS

PMI Quarterly.

Seminar/Symposium Proceedings (including copies of papers presented).

Bibliographies, special reports and surveys (on such topics as "available software" and "state of university project management education").

REAL ESTATE RESEARCH CORPORATION

72 West Adams Street
Chicago, Illinois 60603

PURPOSE

To provide economic counseling services in the fields of land economics, planning, development, investment and management.

DESCRIPTION

The Real Estate Research Corporation (RERC), established in 1931, is a wholly-owned subsidiary of First Chicago Corporation, holding company for the First National Bank of Chicago. RERC serves corporations, individuals, government agencies and institutions in meeting their planning, development and investment objectives. Its overseas activities are conducted by RERC-International, a division of RERC. The firm maintains offices in principal U.S. cities and utilizes the foreign installations of The First National Bank.

STAFF

RERC has a staff of approximately 160 full-time employees in offices throughout the U.S. The professional staff composition by discipline is:

| | |
|-------------------------------|----|
| Planners | 11 |
| Real Estate Appraisers | 18 |
| Market Analysts | 28 |
| Economists | 15 |
| Engineers | 8 |
| Business Administration (MBA) | 20 |
| Management Administration | 40 |
| Others | 20 |

EXPERIENCE

RERC-International has provided services to foreign clients ranging from project development and investment counseling to country-wide economic programming. Major assignments have been completed in all parts of the U.S. and Canada, Latin America, Africa, the Middle East, Caribbean, Australia and Europe.

Alaska. Providing ongoing management services to the Joint Federal-State Land Use Planning Commission, which is charged with recommending changes in laws, policies and programs necessary to maintain a balance among economic, environmental and native interests in the planning and use of Alaskan lands.

Brazil Development advisor in the conceptualization, development, implementation and monitoring of a large land development program over a period of three years. Portuguese was a required language.

Saudi Arabia. As a member of a large engineering-construction-development consortium, RERC-International is assisting the Ministry of Petroleum and Mineral Resources in identifying specific industrial projects to be included in the Kingdom's industrialization program, including evaluation and determining priorities based on cost/benefit criteria developed by RERC. As part of its activities, RERC-International is evaluating and recommending programs and policies to assist in the implementation process. This requires development of programs bringing together the private and public sectors. Some components of these projects are already in operation. Counterpart training of Saudi Arabians both in that country and in the U.S. is a significant element of the assignment.

INQUIRIES should be directed to Managing Director, RERC-International.

RIVKIN ASSOCIATES, INC.
2900 M Street, N.W.
Washington, D.C. 20007

PURPOSE

To provide urban planning and research services to countries, local governments, private agencies and public interest groups.

DESCRIPTION

Rivkin Associates, Inc., was established in 1969. Its services include planning and research for regional, as well as urban, development. The firm's principal current work deals with environmental management (area planning and control, environmental protection, legislation and implementation) and with the organization and development of specific commercial, industrial and residential projects.

STAFF

The firm's staff varies from three to eight full-time professionals with the services on call of up to 20 specialists in universities, individual consulting groups and public interest institutions. The core of the staff consists of physical planners and environmental analysts with degrees both in planning and in a social science such as economics or psychology. Supplementary personnel and firms range from engineers and architects to market analysts.

EXPERIENCE

For the Agency for International Development during 1974-75, the firm conducted an analysis of land use and development issues in the intermediate size cities of the developing world, as a basis for AID's technical assistance program in urban affairs.

The firm helped develop an urban management training program for the World Bank which has now become institutionalized and provides an intensive two-month seminar in management issues for senior planning officials of developing countries.

Rivkin Associates prepared a "guide plan" for the New Jersey (U.S.) coastal area that serves as a model for governmental policy in this region. The firm is presently involved in training programs within the U.S. to sensitize public officials to the relevance of environmental information in decision-making.

Principals of the firm have served as advisors to the World Bank, United Nations, OECD, as well as AID, in developing their urban assistance programs. Specific country experience involves work in Brazil, Colombia, Indonesia, Malaysia, Turkey. Languages used are: French, Dutch, Turkish, German, Spanish.

PUBLICATIONS

The following are examples of relevant publications over the past three years:

Land Use and the Intermediate Size Cities of Developing Countries, by Malcolm D. Rivkin, Praeger, 1976.

Interim Land Use and Density Guidelines for the Coastal Area of New Jersey, N.J. Department of Environmental Protection, 1976.

Cities of the Third World, by Malcolm D. Rivkin, Environmental Comment, 1976.

Some Insights into the Practice of Joint Development: Lessons from Experience, by Malcolm D. Rivkin, Transportation Research Board, 1976.

WILBUR SMITH & ASSOCIATES, INC.
P.O. Box 92
Bankers Trust Tower
Columbia, South Carolina 29202

PURPOSE

To provide worldwide consulting services for planning and implementing development projects, and for related training and research.

DESCRIPTION

Wilbur Smith & Associates, Inc., is a multi-disciplinary consulting firm, founded in 1952. It performs a variety of management functions, including organizing, staffing, directing, and controlling, as well as the training of others in these functions through programs designed for the local situation in developing countries.

STAFF

The firm has over 450 permanent personnel, many multi-lingual. They include professional managers, trainers, economists, engineers, architects, environmentalists, and operations research/computer science specialists.

EXPERIENCE

Jordan. Assistance to government management authority in definition of nationwide highway needs.

Greece. Assistance to government in development of project priorities for planning, design and implementation of the Athens Metro System.

United States. Major management studies in many states in highway administration and maintenance, through Byrd-Tallamy-MacDonald, a division of Wilbur Smith & Associates, Inc.

Training programs have been conducted by the firm's project managers and key professionals in:

| | |
|----------------|-------------|
| Algeria | Ivory Coast |
| Australia | Jordan |
| Costa Rica | Korea |
| Entente States | Malaysia |
| Ethiopia | New Zealand |
| Ghana | Nicaragua |
| Guatemala | Peru |
| Hong Kong | Spain |

PUBLICATIONS

The firm maintains a complete library of its reports on management and development project experience, as well as on its research efforts. Many of these reports are also available through the Library of Congress or client institutions and agencies.

INQUIRIES should be directed to the office of the firm's Vice-President-International.

SOUTHERN UNIVERSITY

Unemployment-Underemployment Institute
P.O. Box 9846
Baton Rouge, Louisiana 70813

PURPOSE

To help resolve problems of rural unemployment and underemployment in developing countries.

DESCRIPTION

In 1972, the Agency for International Development approved a five-year 211(d) grant to Southern University to strengthen and increase its capacity in economics/agricultural economics to enhance the University's capabilities to contribute to the resolution of problems of rural unemployment and underemployment in developing countries. The Unemployment and Underemployment Institute was created to coordinate all international economic development activities at the University.

The general objectives of the Institute are, first, to develop and coordinate the activities of the University for greater participation in international economic development programs; second, to conduct research, seminars and workshops on domestic and international development problems, including cooperatives, manpower utilization, small farmers, housing, population, nutrition, leadership training and community development; and third, to make available the capacities and expertise thus

developed to public and private agencies involved in economic development programs.

EXPERIENCE

In keeping with the first objective, the University supports several faculty members working towards advanced degrees in economic development and related disciplines, supports undergraduate scholarships to foreign and U.S. nationals in the Department of Agricultural Economics and Economics, provides for faculty to attend professional seminars, and for foreign exposure to development experience and special training on techniques of program design and evaluation.

In meeting the second objective, the Institute sponsors an International Development Seminar Series and a Student-Faculty and Staff Seminar Series, and hosts foreign individuals and groups interested in economic development and programs at the University.

As a result of the 211(d) grant, the Unemployment-Underemployment Institute at the University is in a position to meet the third objective by offering expert and technical personnel to private and public agencies involved in international economic development programs.

PUBLICATIONS

Results of research projects consistent with the objectives of the program are published under the Institute's Faculty-Staff Research Paper Series. Papers published under this series reflect the diversity of interests and specialties of the University faculty and staff.

TECHNOSERVE, INC.

36 Old King's Highway South
Darien, Connecticut 06820

PURPOSE

To provide technical assistance for the establishment of self-help enterprises among low-income people in developing countries.

DESCRIPTION

Technoserve, Inc., is a nonprofit, tax-exempt corporation, incorporated in New York State in 1969. It provides a wide range of management, technical, and capital funding assistance to local sponsors for self-help enterprises with impact on low-income groups.

Special attention is given to projects which contribute to rural productivity, employment generation and income distribution while striving to increase production and distribution of high priority food. Local institution building is also emphasized and, with emphasis on

perienced managers are placed with the enterprises in the initial stages of implementation. The training of local people to assume full responsibility for the enterprise is an integral part of the management assistance provided.

Technoserve assists in location, development and selection of labor-intensive technology suitable to the scale and capital available for the particular project. Guidance is provided in finding sources of necessary debt and/or equity capital. Occasionally, Technoserve will take a small equity position in order to eventually broaden the base of ownership through sales to low-income persons in the project area. Enterprises are expected to reimburse Technoserve for services provided but this is stretched over a period consistent with the time needed for growth of the particular enterprise.

STAFF

Technoserve currently employs 70 persons, including professional and clerical staff. Among the professionals are economists, financial management and legal experts, agronomists, agriculturalists, and engineers. Most have previous overseas experience. A majority of the staff are host-country and third-country nationals.

EXPERIENCE

Typical projects which Technoserve is currently assisting include beef ranching cooperatives, cattle auction and feedlot ~~enterprises~~, milk and cheese production marketing cooperatives, ~~enterprises~~, enterprises, rabbit breeding, sugar cane production, ~~enterprises~~ and rural home building. These projects are located in ~~various countries~~, Ghana and Kenya.

Quarterly Report.

Newsletter.

GENERAL SYSTEMS ASSOCIATES & LEON ASSOCIATES

4143 15th Avenue
Hyattsville, Maryland 20783

PURPOSE

To provide services in personnel and financial management; hospital administration; employee, supervisory and management training; and behavioral sciences.

DESCRIPTION

Transcultural Systems Associates & Leon Associates have been operating since 1973. Among their services, these Associates emphasize an integrated approach to creating opportunities for upward mobility in organizations. The basic philosophy of this approach, called Job Development Dynamics, is to systematically bridge the gaps between unskilled/semiskilled/skilled technical/administrative/managerial; and technical/preprofessional/professional occupations. The basic elements of the approach are drawn from traditional and nontraditional aspects of personnel management, especially from the fields of position management and classification and from manpower planning and forecasting. The approach culminates in the preparation of a Developmental position description which records the operational and developmental duties of the position, the training and evaluation plan, the nature of supervision and guidance received, and required entry qualifications. This document then becomes a basic plan, and a form of agreement between employee and management on the employee's development.

World mobility programs in an organization can become a mechanism for moving people into career fields that may have been denied them in the past for invalid reasons.

STAFF

The firm has a full-time staff of four, with access to the service of specialists in most occupational fields as required.

EXPERIENCE

Assignments of the General Manager of the firm include the following:

Puerto Rico Medical Center, 1976. Personnel management, evaluation and recommendations to Service Corporation.

HEW, 1975-76. Development of position classification structure for Bureau of Health Planning & Resources Development.

Also "on call" consultant to U.N. Development Program and American Public Health Association.

INQUIRIES should be directed to General Manager of Transcultural Associates.

TRANS URBAN EAST ORGANIZATION, INC.
100 Floor
2929 Broadway
New York, New York 10025

PURPOSE

To add new dimensions in solving complex problems of urban development by applying advanced planning and management concepts.

DESCRIPTION

Trans Urban East Organization, Inc., (TUEO) established in 1969, is a diversified, independent planning and management consulting firm offering comprehensive services in the areas of proposal development, program design, planning and development, research, evaluation, administration, management and training.

The following are specific services offered:

- Research and development.
- Program and project planning: design implementation and management.
- Organizational planning: operations and control.
- Surveys and feasibility studies.
- Monitoring and evaluation.
- Manpower development and training.
- Fiscal planning, management and review.
- Market and product research.
- Data management and information systems.
- Computer programming and data processing.

TUEO is certified as meeting the U.S. Commerce Department Small Business Administration's eligibility requirements for assistance under Section 8(a) of the Small Business Act.

STAFF

TUEO's professional and technical staff combine a wide range of racial and ethnic perspectives with professional expertise. This interdisciplinary staff of over 25 includes professional regional, rural, urban and transportation and environmental planners, economists, small business developers and analysts, market analysts, construction management consultants, health specialists, system analysts, education specialists and manpower training developers. To meet special needs, TUEO calls on the services of affiliated specialists.

EXPERIENCE

Community Development and Transportation

- Urban mass transportation studies, Cambridge, Massachusetts, and New York City. For U.S. Department of Transportation.
- Planning studies for Department of Housing, Baltimore, Maryland; National Urban League Development Foundation, Washington, D.C.; and Wallace & Wallace Oil and Chemical Corporation, Tuskegee, Alabama.
- Market feasibility study for Dayton City Plan Board, Ohio.
- Research impact study, Washington, D.C. For Department of Housing and Urban Development.
- Technical Assistance to Downtown Urban Renewal, Jersey City, New Jersey.
- Designed and developed curriculum for training community residents as para-medics. For the Woodlawn Organization, New York, New York.
- Designed and developed, implemented and evaluated housing rehabilitation training program for unemployed minority construction workers in New York City. Funded by U.S. Department of Labor.

Health and Ecology

- Developed proposal for the training and education of a health specialist for each Urban League affiliate. For the National Urban League Health Division.
- Prepared early childhood development program for the handicapped. For the Urban League.
- Developed evaluation program for methadone maintenance program. For Lansing, Michigan.

Education

- Prepared for the Model Cities funded nonprofit housing preservation organization a comprehensive proposal to expand its services city-wide in Poughkeepsie, New York.
- Designed child development program and curriculum for the Hofstra University Nursery School, Hempstead, New York.
- Prepared overall plan for intensive program of assistance to New York City Headstart Program in planning and management.

Business and Economic Development

- Prepared economic study of South Jamaica, Queens, New York, to determine the impact of retail and commercial improvements in the urban renewal redevelopment program upon the community.

UNITED STATES DEPARTMENT OF AGRICULTURE

Economic Research Service
Foreign Development Division
Washington, D.C. 20250

PURPOSE

To provide general and specialized technical assistance and training to countries planning, evaluating and implementing agricultural development projects.

DESCRIPTION

The United States Department of Agriculture (USDA) provides specific training in project management and supports country and regional project management efforts through combinations of training, technical assistance and action research. In doing so, it draws upon the professional resources of the USDA in all the fields relevant to agricultural and rural development projects. The principal point of access to the USDA for these services is through the Foreign Development Division (FDD) of the Economic Research Service (ERS).

The FDD has three main areas of support for project management: International Training, Technical Assistance, and its Development Project Management Center, as described below.

International Training Office

Training is offered in project management and related functions in both the U.S. and overseas. Training programs can be tailored to specific needs of individual countries. Courses varying from two weeks to several months have been prepared for various staff levels and in appropriate languages.

Areas of training specifically related to project management include planning, analysis, organization, implementation and evaluation, management and the role of women in development. In addition, technical courses are offered in specialized fields in which projects are implemented, such as irrigation, rice production, small farmer credit, management of cooperatives, range management and forage production, marketing and extension.

The International Training Office has 24 professional staff members engaged in designing and managing individual training programs and developing special course materials. In addition, it draws on a large pool of expertise in other agencies of the USDA, other government departments, the U.S. university system and the private sector.

Since 1975 specialized training courses in project management and related areas have been conducted in Bangladesh, Bolivia, Costa Rica, Panama, Swaziland, Thailand and Zaire, as well as in the U.S.

An Agricultural Projects Analysis Manual has been published by the International Training Office and several other publications relating to project management are in process.

Technical Assistance

At the request of AID and other agencies (international and host country) support for all aspects of project management, including planning, analysis and implementation, is made available. This can take the form of long-term resident consultants, short-term consultants, answers to technical inquiries and supply of appropriate technical literature.

There is a pool of technicians (about 200) from which consultants are drawn on a frequent basis and a larger pool of many thousands that are used on a more selective basis. Expertise available covers virtually all skills in biological sciences, soils, agricultural engineering, agricultural economics, statistics, marketing and program administration. While some assistance is narrowly focussed, there is considerable variation with respect to project management coverage; in the aggregate there is substantial focus on project management.

FDD supervises and coordinates about 100 project activities per year. The following illustrate the range of kinds of projects:

Central America. Design and implementation of a regional system for exchange of research information.

Guatemala, 1976-77. Analysis of market conditions and design for marketing projects.

East Africa, 1972 (ongoing). Implementation of a multi-disciplinary program of agronomic research.

Kenya, 1973 (ongoing). Using interdisciplinary consultants, assists in the implementation of national projects for development of range land and ranches.

Pakistan, 1973 (ongoing). Assists in planning and carrying out a series of projects to train personnel in land levelling and support their subsequent use through assistance in demonstrations and monitoring of work activities.

Saudi Arabia, 1975 (ongoing). Providing administrative and technical specialists for developing the capabilities of the Ministry of Agriculture and Water, with major emphasis on improved program and project administration.

Development Project Management Center

Established in 1976, this Center has three main activities: to create, adapt and disseminate training materials in project management for all related sectors for use by trainers and implementers in developing countries; to support by training, consultation and action research country training efforts in project management; and to support regional centers that in turn support such country indigenous efforts.

In response to AID mission requests, the Center gives support to countries in project management training. Where appropriate, such efforts utilize an action-training strategy in which an indigenous training and consulting team trains project working groups in close interaction with their organization rather than as isolated persons. Consultant assistance on actual projects is offered by the team and external experts in close integration with training in project management.

Support takes the form of advice, consultant assistance, training materials and recruitment services.

The Center is supporting ongoing project management training efforts in Jamaica and Chad. Some regional centers being served are the Pan African Institute of Development (PAID), Doula, Cameroon; the Pan American School of Public Administration (EIAP), Rio de Janeiro, Brazil; and the InterAmerican Institute of Agricultural Sciences (IICA) in San Jose, Costa Rica.

The staff of the Center is composed of three full-time professionals with access to a number of consultants and to other USDA resources.

The Center has published "Elements of Project Management" (1976) and "An Action-Training Strategy for Project Management."

INQUIRIES on the above activities generally should be addressed to the Director, Foreign Development Division, ERS/USDA. When concerning specific activities, they should be addressed to their respective areas:

Deputy Director, International Training, ERS/FDD.

Deputy Director, Technical Assistance, ERS/FDD.

Coordinator, Development Project Management Center, ERS/FDD/IT.

WASHINGTON SERVICE CORPORATION
1701 Meridian Avenue
Miami Beach, Florida 33139

PURPOSE

To provide consulting services in housing policy and finance.

DESCRIPTION

Washington Service Corporation was established in 1970 as a wholly-owned subsidiary of the Washington Federal Savings and Loan Association of Miami Beach. Washington Federal services have included: inspection of operation of the fiduciaries responsible for funds governed by the AID housing guaranty programs in Latin America; underwriting surveys; studies of new projects; and inspection of construction of ongoing projects.

STAFF

Consultants to undertake assignments are drawn from the staff of Washington Federal, which totals around 300 members.

EXPERIENCE

AID-Financed Activities

Bahamas, Brazil, El Salvador, Paraguay, 1974-76. Conducted training courses in savings and loan techniques for housing finance executives from these countries.

Barbados, 1976. Conducted seminar on mortgage appraisals for members of Caribbean Development Bank.

Korea, 1976. Made study of housing finance system.

Worldwide, 1966-71. Provided technical training services to AID's Office of Housing.

WESTINGHOUSE HEALTH SYSTEMS
Box 866, American City Building
Columbia, Maryland 21044

PURPOSE

To apply modern business and industrial management techniques to the field of health care.

DESCRIPTION

Westinghouse Health Systems, a division of the Westinghouse Electric Corporation, was established in 1968. Health Systems specializes in action-oriented research in public and clinical health, and manages and operates innovative applied health research projects, health delivery programs and audio/telemedicine.

As a management consulting organization, Health Systems has emphasized management of projects which are limited in time and which are intended ultimately to assist local groups to better deliver health services. These projects have been both domestic and overseas. Health Systems has developed the capability to provide all aspects of management services required. These include feasibility studies, project design, appraisal, implementation and evaluation. Health Systems also undertakes background research, project conceptualization, professional recruitment and field staff support.

STAFF

Health Systems has 49 full-time professional personnel located in all major U.S. regions, as well as several foreign countries. Specialties include project organization and methods, operations and management, program evaluation, systems analysis and planning. Key staff bring specialized expertise in general management and administrative systems, health administration, and policy and cost-benefit analysis. In addition, a substantial number of technical disciplines in the health field are represented in the staff. They include medicine, nursing, health education, medical sociology, comprehensive health planning, health economics, facilities planning, and health services marketing.

EXPERIENCE

AID-Financed Activities

Bolivia, Central African Republic, Senegal, Tunisia, 1975-77. Provision of technical assistance services in project design, planning, development and support in public health and nutrition.

Ghana, 1976 (ongoing); Jamaica, 1974 (ongoing); Nepal, 1976 (ongoing). Commercial marketing of contraceptives.

Korea, 1975-76. Technical assistance in health planning to national government.

Thailand, 1975-76. Family planning program development and evaluation for rural areas.

Other Activities

Health Systems has undertaken many projects in the U.S. and overseas for national and international, public and private organizations,

including the Department of Health, Education and Welfare, the National Science Foundation, the National Academy of Sciences and the United Nations. The following are examples:

Department of Labor, 1970-72. Conducted health manpower training program.

National Science Foundation, 1973-76. Telemedicine evaluation in penal institutions.

PUBLICATIONS

These include the following:

"Can Health Planning Be a Viable Component of the Development Process: The Korean Experience," Hak Chung Choo et al. Presented to American Public Health Association, October 1976.

"Some Bioethical Dimensions of Distributing Contraceptives through Non-Clinical Settings in Developing Countries," L. Smith, Jr., et al. Presented to American Public Health Association, October 1976.

"Legal Restrictions on the Distribution of Contraceptives in the Developing Nations: Some Suggestions for Determining Priorities and Estimating the Impact of Change," S. Tokarski, J. Farley. Columbia Human Rights Law Review, VI, 2, 1974.

"Involving the Commercial Sector in Family Planning Programs," in Fertility Control Methods: Strategies for Introduction, G. Duncan et al. Academic Press, New York, 1973.

INQUIRIES should be directed to Director, Program Development, Westinghouse Health Systems.