

PD-AAA-293-A1

512.0263 - (19)
Project Appraisal Report, (PAR)
Project No: 512-11-680-263.5
Project Title: University Administration
Improvement and Reform

16p.

Summary Analysis:

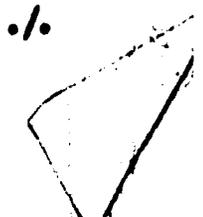
A consensus of the PAR Review Team believe that the following statements about the project are valid. On the positive side:

1. The project has familiarized numerous university administrators with improved administrative structures and procedures and assisted Brazilian universities to respond in an informed way to the initiatives of the University Reform Laws.
2. The project has been catalytic in bringing about specific administrative improvements at many universities. Several of these changes have been documented recently by University of Houston representatives.
3. The project has facilitated more frequent contact and exchange of ideas among administrators from different universities and thereby fostered a spirit of community among Brazilian universities.
4. Finally, the project has helped CRUB to strengthen its desired role as a channel of ideas and assistance to Brazilian universities and a coordinator of university self-improvement activities.

Notwithstanding the accomplishments summarized above, the project has been less than satisfactory in the following respects:

1. The Mission's broad definition of the project scope and the Brazilian Council of University Rectors' (CRUB) even broader frame of reference in executing the project have led to the dispersal of project resources across 43 universities, nearly the entire university community of Brazil. Some focus of effort did naturally develop, with seven universities receiving roughly 40% of project resources over the four-year life of the project. However, during the same four years, the 19 universities receiving least attention from the project still absorbed 25% of project resources, and during the one-year period being evaluated, their share of project resources rose to 35%. Yet, during the life of the project, each of these 19 universities received an average project input of only two consultant visits and two participants at the short course in Houston, hardly enough to make a telling impact on a university's administrative practices.
2. The project purpose has also been interpreted too broadly. Despite the intended focus on administrative reform, the University of Houston, supported by CRUB, has evolved a potpourri approach to serving the Brazilian university system. The project has been used to convey new ideas on how the university may perform its role in Brazil (junior colleges), to stimulate improvement of academic programs (pedagogical education, application of educational technology), and to service the administrative needs of specialized departments (pharmacy). Some of these related activities have been encouraged by Mission personnel in the past.

16/4/71



3. The 30-day short course at the University has probably served its purpose and is difficult to justify in cost-benefit terms, despite CRUB's desire that it be continued. Originally conceived as an impact experience whereby Brazilian university administrators could become familiar with improved administrative structures and procedures by observing them in practice, the course has already been presented to an average of seven administrators from each of the seven universities which have participated most actively in project activities and two to three from each of the other 36 participating universities. The Houston short course has thus provided the desired "eye-opening" effect. The continuing training needs of these other 36 universities could be effectively met at lower cost by short courses and seminars held in Brazil, drawing upon the expertise of the best Brazilian administrators.

4. The program of U. S. consultant visits to Brazilian universities has not addressed sufficient attention to:

a. developing consultant assignments on the basis of needs specified by the universities.

b. assuring a cumulative consultant impact at individual universities - through better advance information, repeat visits, pre-and post-visit correspondence between the consultant and the universities he visited.

c. evaluating the effectiveness of consultant visits.

5. The Executive Secretariat of the Council of Rectors has not provided effective management of the project. It has consistently resisted concentrating project resources on a more limited number of universities, where favorable environment for reform exists. It feels it cannot be selective in dispersing project benefits, since it is supported by all member rectors and attempts to serve them impartially. At the same time, the small coordinating staff of the secretariat spends little time visiting the Brazilian universities, soliciting views on the value of various project activities, and following the progress of administrative reform at individual universities. It is not clear whether CRUB really intends to continue an administrative improvement program after U. S. inputs are terminated. Certainly CRUB does not presently have the capacity - in terms of personnel, finance, or idea formulation - to sustain such a program.

6. The performance of the University of Houston as U. S. contractor has been mixed. While it has done a workmanlike job of scheduling and delivering project services, it has shown little initiative in addressing these services to specific needs and evaluating their impact. Despite recent efforts to change the pattern, the University of Houston and other Texas universities still provide the bulk of consultants and U. S. training experiences, giving the project a parochial flavor. Finally, the University of Houston has had limited influence on developing institutional capabilities within CRUB to organize and manage a university self-improvement program without U. S. assistance.

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PROJECT APPRAISAL REPORT (PAR)

1. PROJECT NO. 512-11-680-263.5	2. PAR FOR PERIOD: July 1, 1970^{TO} June 30, 1972	3. COUNTRY BRAZIL	4. PAR SERIAL NO.
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5. PROJECT TITLE

UNIVERSITY ADMINISTRATION IMPROVEMENT AND REFORM

6. PROJECT DURATION: Began FY 66 Ends FY 72	7. DATE LATEST PROP 12/23/69	8. DATE LATEST PIP -	9. DATE PRIOR PAR 9/4/70
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ 1,177,000	b. Current FY Estimated Budget: \$ 250,000	c. Estimated Budget to completion After Current FY: \$ 0
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME UNIVERSITY OF HOUSTON	b. CONTRACT, PASA OR VOL. AG. NO. GOB 12-598
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I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		

A. Recommendations for Mission Funding

The PAR Review Team is convinced of the importance of administrative reform for the improvement of Brazilian higher education. For this reason, we recommend that the project be continued at least through December 1972. During this period, HRO would work jointly with the Council of Rectors to improve project management and to introduce modifications in the program so that it may produce measurable results in a cost-effective manner.

Considering the brief existence of the Council of Rectors and despite its recognized limitations, we propose to continue working through the Council. We are still persuaded that a voluntary association of universities is a desirable instrument for effecting a university improvement program. The challenge for us, and for the Council, is to strengthen that instrument, and through it the program.

We also recommend continuation of the University of Houston as the U. S. contractor, at least through the end of 1972. We would seek, again jointly with the Council, to define more precisely the contractor's scope of work and to encourage emphasis on the generation of program initiatives from Brazil.

At the same time, we would expect the University of Houston to draw even more widely upon other U. S. universities in order to respond more fully to Brazilian needs for U. S. technical assistance and training.

(Cont.)

D. REPLANNING REQUIRES	REVISED OR NEW: <input type="checkbox"/> PROP <input type="checkbox"/> PIP <input checked="" type="checkbox"/> PRO AG <input checked="" type="checkbox"/> PIO/T <input type="checkbox"/> PIO/C <input type="checkbox"/> PIO/P	E. DATE OF MISSION REVIEW August 6, 1972
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PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE HAROLD MIDKIFF Hm S.P. 24/71	MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE ROBERT J. BALLANTINE RJB Oct 4, 71
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A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		
X			<p>During the April 1 - December 31, 1972 period, we expect that some elements of a redesigned program can be implemented. We would propose to evaluate the modified project in late 1972. If the Mission were satisfied with improvements in project performance and continuing need for project activities, it would then consider continued support for a university administrative reform project for an additional two or three years beyond the presently scheduled termination date - December 31, 1972.</p> <p><u>B. Desired Program Modifications</u></p> <p>Should the Mission accept the foregoing recommendations, HRO will continue to meet with representatives of MEC, the Council of Rectors, and the University of Houston to encourage the following:</p> <ol style="list-style-type: none"> 1. Greater coordination between project objectives and those being sought by GOB/MEC in higher education. 2. A more active role by the Council in improving and reforming university administration. 3. A redefinition of the objectives, scope, and expected results of the project. Hopefully, this would include such modifications as: 	<p>November 1, 1971, to incorporate some modifications in the PROAG for the April 1-December 31, 1972 contract period. Continuing thereafter.</p>
			(Cont.)	

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		
			<p>(a) Concentration of project resources on a more limited number of institutions and on a limited number of administrative areas, in line with GOB/MEC priorities.</p> <p>(b) Selection of these institutions on the basis of reasonable criteria, including a university's willingness to organize itself to effect change and to develop a plan for using outside assistance.</p> <p>(c) Scheduling more project activities within Brazil, e.g. short training courses and seminars as an alternative to the Houston short course.</p> <p>(d) Seeking ways to increase the use of Brazilian personnel as consultants and trainers and the better Brazilian universities as "laboratories".</p> <p>C. <u>Specific actions for improved management</u></p> <p>1. <u>With respect to CRUB:</u></p>	
		X	a. More frequent visits by CRUB coordinating personnel to Brazilian universities.	ASAP, and continuing thereafter
		X	b. Evaluation by CRUB of the value of project activities.	12/31/71, and continuing thereafter.
		X	c. Develop procedures by which Brazilian universities will specify their actual consulting needs.	12/31/71
		X	d. Utilize the better Brazilian administrators, including returned in-service trainees, as resources in the program.	ASAP
		X	e. Develop thumb-nail sketches of Brazilian universities to be sent to U. S. consultants prior to their visits to Brazil.	December 31, 1971.

(Cont.)

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		
		X	f. Schedule consultant visits sufficiently in advance to permit consultant and university to correspond concerning consulting needs prior to the actual visit.	Continuing
X			2. <u>With respect to the University of Houston:</u> a. Describe in the advance consultant schedules and in quarterly reports the specific nature of U. S. consultant assignments at Brazilian universities.	Continuing
X			b. Continue to recruit more consultants from U. S. universities other than Houston and arrange more in-service training experiences at other U. S. universities.	Continuing
X			c. Provide U. S. consultants with copies of reports by other consultants who earlier visited the same Brazilian universities.	Continuing
X			3. <u>With respect to Participant training:</u> a. Discuss with CRUB the possibility of eliminating the U. S. short course after the one scheduled for September-October 1971.	ASAP
		X	b. Because of the heterogeneous background of participants in the short course, University of Houston coordinates and CRUB officials should consider splitting short course training groups into a small-university team and a large-university team for the purpose of visits to U. S. universities.	ASAP
		X	c. CRUB officials, assisted by the University of Houston coordinator in Brazil, to develop criteria for the selection of persons for in-service training in the U. S. These criteria should be applied to the selection of ten persons yet to be sent for in-service training in 1971.	ASAP

(Cont.)

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)				
	UNSATISFACTORY		SATISFACTORY			OUT-STANDING		LOW		MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1. UNIVERSITY OF HOUSTON			X									X
2.												
3.												

Comment on key factors determining rating

POSITIVE

1. Delivery of training and consulting services according to schedule.
2. Effective administration of participants.

NEGATIVE

1. Their concept of project purpose broader than definition in contract and project agreement.
2. Management of consulting program has not maximized the cumulative impact of consultant visits on Brazilian universities.
3. Insufficient attention to continuous evaluation of project impact and effectiveness.
4. Limited contribution to the institutional development of CRUB. (of contract services)

4. PARTICIPANT TRAINING				X								X	
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Comment on key factors determining rating

NEGATIVE

1. No attempt by CRUB to develop selection criteria related to project purpose.

5. COMMODITIES													
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Comment on key factors determining rating

Not applicable

6. COOPERATING COUNTRY	a. PERSONNEL CRUB		X										X
	b. OTHER - CRUB & GOB			X									X

Comment on key factors determining rating

A. PERSONNEL

- NEG.**
1. CRUB has resisted concentrating project services on selected universities with the strongest commitment and most favorable conditions for administrative reform.
 2. CRUB has been an ineffective coordinating agency.

B. OTHER

- POS.**
1. University Reform Law provides a stimulus to university administration reform.
 2. Constructive attitude towards improvement at many Brazilian universities.

- NEG.**
1. CRUB has limited finance and the group that coordinates the project is not a permanent part of the Executive Secretariat.
 2. The intent of CRUB to sustain the project is uncertain; it has not developed the institutional capacity to do so.

7. OTHER DONORS Not applicable													
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(See Next Page for Comments on Other Donors)

A. ACTION (X)			B: LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	FOST		
		X	d. CRUB officials ensure that returning in-service trainees submit reports on their experience and its usefulness in their work at their respective universities. CRUB send a copy of each report to USAID.	Upon return of each trainee
		X	e. CRUB officials develop a plan for the most effective use of Master's Degree Study opportunities to advance project objectives. Also devise selection criteria related to this plan.	12/31/71
X			4. <u>With respect to USAID:</u> a. HRO and PRPC personnel to follow the PERT-plan already developed for project documentation to ensure continuity of project funding.	Continuing
X			b. HRO and PRPC personnel devise procedures to improve communications on the project between Mission personnel in Rio and Brasilia	Immediate
X			c. HRO and PRPC personnel apply closer management control to requirements stipulated in the Project Agreement and other project documents.	Immediate

AID 1020-25(10-70) PAGE 3 PAR	PROJECT NO.	PAR FOR PERIOD:	COUNTRY Brazil	PAR SERIAL NO.
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16. 7. Continued: Comment on key factors determining rating of Other Donors

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					
		CUMU- LATIVE PRIOR FY	CURRENT CY		CY 72	FY ____	END OF PROJECT
			TO DATE	TO END			
1. Consultant advice and re- ports recommending admin. and organ. improvements at individual universities (No. of consultations) *	PLANNED	260	296	332	404		404
	ACTUAL PERFORM- ANCE	171	224				
	REPLANNED			-	-	-	-
2. <u>Trained Brazilian administrators:</u> a. No. of persons trained in short courses in the U.S. No. of short courses	PLANNED	114 6	139 7	164 8	214 10		214 10
	ACTUAL PERFORM- ANCE	117 6	142 7				
	REPLANNED			167 8	167 8		167 8
b. In-service training in U.S. (no. of persons) M.A. training in U.S. (no. of persons)	PLANNED	20 0	30 0	35 2	55 7		55 12
	ACTUAL PERFORM- ANCE	10 0	16 0				
	REPLANNED			26 0	41 2		41 7
c. No. of seminars and short courses in Brazil	PLANNED	25	33	43	(UNPLANNED THEREAFTER)		-
	ACTUAL PERFORM- ANCE	15	25				
	REPLANNED			33	(UNPLANNED)		-
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT: There are numerous examples of changes resulting from project inputs. A major evaluative study would be necessary to document adequately the outputs involved.						
1. Changes in administrative procedures and structures resulting from consultant services and training.	COMMENT:						
2. Increased competence by Council of Rectors (CR) in planning and coordinating on-going program.	Although there has been steady improvement, the CR performance is still far from satisfactory.						
3. Completed manuals on univ. admin. and studies of admin. problems of Brazilian univ.	COMMENT: 13 studies and reports on university administrative problems have been completed, as has a manual on collecting statistics. A manual on campus maintenance is in progress.						

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

PAR CONTINUATION SHEET

This sheet is to be used for any Narrative Sections for which sufficient space has not been provided on the form. Identify each narrative by its Part and Section Designation.

III. KEY OUTPUT INDICATORS AND TARGETS (Cont'd)

B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS

4. Shared experiences and practices among universities on administrative matters.

Comments:

A large number of Brazilian administrators have participated in seminars in Brazil, exchanging experiences and practices. The Association of University Administrators developed out of this project.

5. Better communication between rectors and their staffs

Comments:

Rectors frequently involve their administrative staff in conversations with consultants. Rectors select the staff members to participate in seminars and training courses.

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

Assist Brazilian institutions of higher education to improve their administrative practices and organizational structures.

<p>B. 1. Conditions which will exist when above purpose is achieved.</p> <p>Conditions Expected at End of Project:</p> <ol style="list-style-type: none"> Up to 12 Braz. univ. have organizational structures and trained staff for effective administration and have adopted good administrative practices. Up to 12 additional univ. have started developing necessary internal structures and gathering minimum qualified staff required for a more adequate administration. CR committed to and capable of stimulating univ. improvement and reform activities. CR a recognized resource coordinating center for activities in (3) above. Continuing program of univ. self-improvement sustained by Braz. financial and personnel resources. 	<p>2. Evidence to date of progress toward these conditions.</p> <ol style="list-style-type: none"> Through a natural process the project has concentrated on 7 Universities. 3 of these Univs. have effectively adopted university administration reforms with substantial influence from the project. 2 other Univs. are as well developed with some or no influence credited to the project. In one Univ. despite a large project input, little reform has taken place. In one very large Univ. in which reform has begun, a large project input has had limited effect due to the enormity of the task at that school. Again through a natural process, the project has put fewer though substantial resources into 17 other institutions. In 3 of these univs. administrative improvements have been adopted satisfactorily, in 11 they are well on the way to being adopted and in 3 adoption has begun. In four of these univs. the influence of the project has been substantial. In the remaining 13 there has been some project influence. The CR is fully committed to university improvement and reform activities. The CR is not yet capable in terms of finances and personnel of carrying on
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V. PROGRAMMING GOAL

(Cont'd)

A. Statement of Programming Goal

Provide adequate numbers of competent high-level manpower for Brazil's development need

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

Yes. Innovations such as an integrated campus, an academic credit system, and a flexible system of academic registration will facilitate cooperation among individual departments and a broader educational experience for the students. At the same time, they will help to reduce unit costs by minimizing duplication of effort among departments. A centralized registration and student records system, a central accounting unit, and improvements in financial planning, budgetary control, and cost analysis will all help lower costs and increase the university's efficiency as an educational plant. Evidence to support these premises is not yet available. A study to be completed by Professor Samuel Levy under an AID contract will provide some of the desired evidence by late 1972.

IV. PROJECT PURPOSE

(Cont'd)

B.2

3. a substantial program in univ. ad. reform in the absence of this project. They have not yet defined what their role in this area will be after termination of the project.

4) The CRs reputation as a resource coordinating center has expanded. A growing number of universities are participating in the project and are requesting resources from the CR outside as well as within the scope of the project.

5) There is evidence that the personnel resources necessary for a continuing program are becoming available. Some universities have on their own initiative provided technical assistance to others in the field of univ. ad. reform. There is a lesser indication of availability of continuing financial resources. A few universities are willing to use their own resources to participate in UH programs independent of the CR.

PROJECT LOGICAL FRAMEWORK

Project Title: University Administration Improvement and Reform - Nº 263.5

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS
<p>A. Program or Sectoral Goal: Provide adequate numbers of competent high-level manpower for Brazil's development needs.</p>	<p>Measures of Goal Achievement: 1. Professional positions in Brazilian economy occupied by Brazilians with appropriate educational credentials. 2. Competent job performance by high-level manpower educated in Brazil.</p>
<p>B. Project Purpose: Assist Brazilian institutions of higher education to improve their administrative practices and organizational structures.</p>	<p>Conditions Expected at End of Project: 1) Up to 12 Braz. univ. have organizational structures and trained staff for effective administration and have adopted good administrative practices. 2) Up to 12 additional univ. have started developing necessary internal structures and gathering minimum qualified staff required for a more adequate administration. 3) Brazilian Council of University Rectors (CR) committed to and capable of stimulating univ. improvement and reform activities. 4) CR a recognized resource coordinating center for activities in (3) above. 5) Continuing program of univ. self-improvement sustained by Braz. financial and personnel resources.</p>
<p>C. Outputs: 1) Consultant advice and reports recommending admin. and organ.improvements at individual universities. 2) Changes in admin. procedures and structures resulting from consultant services and training. 3) Completed manuals on univ. admin. and studies of admin. problems of Braz. univ. 4) Increased competence by CR in planning and coordinating an ongoing program. 5) Braz. univ. administrators trained in effective admin. practice and organizational matters for work in their own univ. and potentially available for seminars, consultation, short courses and manual and catalogue preparation.</p>	<p>Magnitude of Outputs: 1) 25-35 consultant reports based on visits to up 24 univ. 2) Univ. visited adopt one or more recommendations of consultants. 3) 3 or more admin. manuals on subjects such as academ. credits, fund raising, central accounting, maintenance, catalogues 1 cross-section admin.study (X-Ray) of univ. 2 or more management studies 4) Existence of plan forming basis for program activities in Brazil and the U.S. 5) 50 Braz. trained in short-course in U. S. 15 Braz. complete or in process receiving in-service training</p>

PROJECT LOGICAL FRAMEWORK

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS
<p>C. Outputs: (Cont.)</p> <p>6) Shared experiences and practices among universities on administration matters.</p> <p>7) Better communication between rectors and their staffs.</p>	<p>Magnitude of Outputs: (Cont.)</p> <p>2 Braz. in MA studies in univ. adm.</p> <p>200 Braz. participate in seminars in Braz.</p> <p>50 Braz. participate in short courses in Braz.</p> <p>6) Univ. Administrators Association created.</p> <p>7) Rectors and admin. staffs discuss changes resulting from training and consultation.</p>
<p>D. Inputs:</p> <p>1) Short term foreign advisors:</p> <p>a) advise individual Braz. institutions on admin. and organizational improvements,</p> <p>b) participate in seminars and short courses in Braz.,</p> <p>c) assist in preparing manuals and guidelines,</p> <p>d) assist in cross-sectional analysis of admin. at individual universities.</p> <p>2) One long-term foreign specialist to assist CR in coord. and executing program in Braz.</p> <p>3) Training for Braz. univ. administrators:</p> <p>(a) 30 day courses in U.S. and Mexico</p> <p>(b) In-service training in U.S. and elsewhere</p> <p>(c) MA degree studies in U. S.</p> <p>(d) Seminars and short-courses in Braz.</p> <p>4) Staff at UH help develop and coordinate program, recruit consultants, arrange and conduct training activities in U.S. and third countries.</p>	<p>Implementation Schedule (Target Dates):</p> <p>1) 30 university administrators from U. S. to spend 2-3 weeks each in Brazil from 7/1/70 to 6/30/71.</p> <p>2) One full-time specialist resident in Brazil.</p> <p>3) Training in university administration:</p> <p>a) 2 courses for 25 Braz. univ. admin. each between 1/1/70 and 12/1/71.</p> <p>b) 15 administrators for three months each.</p> <p>c) 2 persons to begin M. A. study.</p> <p>d) 8 seminars for 25 participants each and 1 short-course.</p> <p>4) One senior and one junior professional administrator, on half-time basis, at UH.</p> <p>2-3 secretaries, on full-time basis, at UH.</p>

PROJECT LOGICAL FRAMEWORK

IMPORTANT ASSUMPTIONS	MEANS OF VERIFICATION
<p>A. The administrative efficiency of universities contributes to the program goal in 2 ways:</p> <ul style="list-style-type: none"> a) it enables universities to lower the unit cost per graduate and hence graduate more students for a given budget and b) it facilitates quality improvements of academic programs 	<p>A. 1) Analysis of supply and demand in job market for professional manpower.</p> <p>2) Sample of employer opinion in key public and private sector establishments regarding difficulty of recruiting appropriately qualified people and the job performance of Brazilian educated professionals.</p> <p>3) Sample of opinion of Brazilian professionals about adequacy of their educational preparation.</p>
<p>B. 1) Program resources will be sufficiently concentrated to achieve a meaningful overall impact on several universities.</p> <p>2) Braz. univ. will conscientiously attempt to implement appropriate recommendations of consultants and utilize techniques acquired through training and manuals for improvement of organization and admin.</p> <p>3) CR will continue receive support of its members and backing for univ. improvement and reform activities.</p> <p>4) Advantages of instituted reforms over former structures and practices are self-evident.</p>	<p>B. 1 & 2) (a) Evidence of adoption of reforms.</p> <p style="padding-left: 20px;">(b) Canvass of key administrators of participating univ. to determine their views of the influence of project on improvement and reform measures in their univ.</p> <p style="padding-left: 20px;">(c) Personnel trained by project in key positions.</p> <p style="padding-left: 20px;">(d) CR records of services rendered and continuing interest in program by the univ.</p> <p>3. (a) CR's policies regarding services to univ.</p> <p style="padding-left: 20px;">(b) CR and its secretariate's leadership's enthusiasm toward program-evidence of its financial and moral support.</p> <p style="padding-left: 20px;">(c) CR program of activities.</p> <p>4. Universities turn to CR - its Secretariat - for assistance; accept and utilize its invitations to seminars, short courses, consultant services and utilize its manuals, guidelines and studies.</p> <p>5. Univ. and CR conduct improvement and reform programs and activities without outside assistance.</p>

PROJECT LOGICAL FRAMEWORK

IMPORTANT ASSUMPTIONS	MEANS OF VERIFICATION
<p>C. 1) Program services - consultancy, training, and studies - are relevant to the needs of individual universities.</p>	<p>C. 1, 2, 3) CR and UH records. 4) Examination of written plan and/or CR-UH program document. 5) CR-UH records. 6) Statutes of the Association reports of its activities. 7) Visits to universities, interviews with its administrative personnel.</p>
<p>D. 1) Continuation of Congressional support and availability of USAID funds. 2) Contractor can supply high-quality services, in the amount required by the program. 3) Brazilians of present or potential management influence will be chosen by their universities to participate in the training program. 4) Brazilian sources of finance will cover local currency costs of operating the program. 5) Brazilian universities recognize their own administrative and organization problems, desire improvement, and will request program services related to their identified needs.</p>	<p>D. AID Documentation: Contract PIO/T's PIO/P's Contractor Reports Host Agency Reports etc.</p>