PD-AAG-238-B1

OPTIONAL FORM NO. 10
MAY 1962 EDITION
GSA FPMR (41 CFR) 101-11.6

UNITED STATES GOVERNMENT

Memorandum

TO : R & D Committee **DATE:** June 7, 1977

FROM : TA/PPU, Robert C. Simpson RCS

SUBJECT: Project Paper for D. A. Analysis and Documentation Services (TA/DA)

1. The PID for the subject project was reviewed by the R & DC on May 3. It was agreed that the PP should be developed in consultation with a technical committee consisting of: TA/PPU/EUI - J. Hafenrichter; LA/DP - W. Feldman; ASIA/TECH - R. Umhoefer; NE/TECH - J. Dalton; AFR/DR - E. Hirabayashi.

2. The attached PP has been reviewed and approved by the technical committee and is now being circulated for comment and clearance as agreed in the May 3 meeting.

3. If any member of the R & D Committee feels that a meeting is required to discuss any issue in this PP, please let me know by June 17.

   If no comments are received by that date, we will assume R & DC approval of the PP.

Clearance:

TA/DA, C. Briggs (draft)

5010-108

Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

DA Analysis and Documentation Services

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(TR 5.0)

App 9A, Ch 9, HB 3

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT AUTHORIZATION AND REQUEST FOR ALLOTMENT OF FUNDS PART I

1. TRANSACTION CODE: A (A = ADD, C = CHANGE, D = DELETE)

PAF

2. DOCUMENT CODE: 5

3. COUNTRY/ENTITY: Interregional -GTS - RDA No. 30

4. DOCUMENT REVISION NUMBER:

5. PROJECT NUMBER (7 digits): 931 - 1172

6. BUREAU/OFFICE: A. SYMBOL: TA/DA; B. CODE: 08

7. PROJECT TITLE (Maximum 40 characters): DA Analysis and Information Services

8. PROJECT APPROVAL DECISION — ACTION TAKEN: A (A = APPROVED, D = DISAPPROVED, DE = DEAUTHORIZED)

9. EST. PERIOD OF IMPLEMENTATION: YRS. 03 QTRS.

10. APPROVED BUDGET AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE C. GRANT	PRIMARY TECH. CODE D. LOAN	E. 1ST FY F. GRANT	E. 1ST FY G. LOAN	H. 2ND FY I. GRANT	H. 2ND FY J. LOAN	K. 3RD FY L. GRANT	K. 3RD FY M. LOAN
(1) EH	790	720		525					
(2)									
(3)									
(4)									
TOTALS									

A. APPROPRIATION	N. 4TH FY O. GRANT	N. 4TH FY P. LOAN	Q. 5TH FY R. GRANT	Q. 5TH FY S. LOAN	LIFE OF PROJECT T. GRANT	LIFE OF PROJECT U. LOAN
(1) EH					525	
(2)						
(3)						
(4)						
TOTALS						

11. PROJECT FUNDING AUTHORIZED (ENTER APPROPRIATE CODE(S)) 1 = LIFE OF PROJECT 2 = INCREMENTAL, LIFE OF PROJECT

	A. GRANT	B. LOAN
	1	

C. PROJECT FUNDING AUTHORIZED THRU FY 77

12. INITIAL PROJECT FUNDING ALLOTMENT REQUESTED ($000)

B. ALLOTMENT REQUEST NO.

A. APPROPRIATION	C. GRANT	D. LOAN
(1) EH	525	
(2)		
(3)		
(4)		
TOTALS		

13. FUNDS RESERVED FOR ALLOTMENT

TYPED NAME (Chief, SER/FM/FSD)

SIGNATURE

DATE

14. SOURCE/ORIGIN OF GOODS AND SERVICES: [X] 000 [ ] 941 [ ] LOCAL [ ] OTHER

15. FOR AMENDMENTS, NATURE OF CHANGE PROPOSED

FOR PPC/PIAS USE ONLY	16. AUTHORIZING OFFICE SYMBOL	17. ACTION DATE (MM DD YY)	18. ACTION REFERENCE (Optional)	ACTION REFERENCE DATE (MM DD YY)

AID 1330-6 (7-76)

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PROJECT PAPER - DA ANALYSIS AND INFORMATION SERVICES

I. Project Summary and Recommendations

A. Facesheet

B. Recommendations

It is recommended that 525.0 thousand dollars be allocated to fund this project over a period of three years and that MUCIA (PASITAM) be selected as the Grantee and project implementer.

C. Description of the Project

This project is designed to assess, synthesize and disseminate the stock of relevant knowledge about organization and management for use by AID, by contractors and by host country organizations. This knowledge will contribute to programmatic needs in agriculture, health, human resources development and rural development.

To carry out the above the Grantee will:

1. Monitor knowledge pertaining to the field of organization and management to note and assess the developments in the "state-of-the-art" as these occur in a range of academic and professional disciplines.

2. Screen emerging materials and identify those having probable usefulness to AID, contractors, and host country counterparts. Here, the Grantee will maintain familiarity with AID development projects and related activities and on the basis of this familiarity develop useful lessons about organization and management.

3. In collaboration with TA/PPU, disseminate materials originating out of monitoring and analysis activities. Dissemination targets will include practitioners in both the Agency and host country institutions engaged in problem analysis, and project design and implementation as well as organizations

engaged in training and educating individuals for practical roles in development.

4. Identify individuals in the academic and non-academic communities where work in the field of organization and management makes them potential contributors to Agency efforts, as consultants and as participants in the design and implementation, development efforts.

D. Summary Findings

The proposed Grantee, PASITAM, is well suited to begin this project as soon as the project is approved and funds made available, for these reasons:

1. It has been producing on a periodic basis the Design Notes called for in this project. This project calls for nine such publications yearly. AID will collaborate with PASITAM in selecting content on the analysis of development problems needing attention by potential users.

2. There is an established Documentation and Analysis Center (DAC) which has been building capacity to respond to requests of the kind described in Section (C) above. This project will add to that capacity and focus DAC's response more specifically to Agency and participating LDC institutional needs.

3. The Grantee has an academic base of seven universities to draw upon for technical expertise. This base will be expanded to other academic as well as non-academic communities.

4. Finally, continuing financial support in the way of housing, utilities and some personnel salaries are guaranteed during project duration by Indiana University. This will amount to approximately $109 thousand dollars yearly for three years.

In summary, project outputs will be:

1. Nine short (not to exceed 2,000 words) practical reports each year about some technique, method or other useful item of knowledge, plus a discussion or explanation which enables the reader to understand, assess and apply the material.

2. Two workbook/textbook type publications which synthesize and integrate knowledge in a form which facilitates transmission to users. Content will deal with a typical concern which AID has in promoting effective, innovative management and systems of action in response to the AID mandate.

3. Development of institutional capability to provide information on such practical problems as project design methodology, techniques of implementation and related topics. In collaboration with TA/PPU/EUI/Information Cluster, disseminate materials originating out of monitoring and analysis activities. Identification of target audiences will be jointly carried out. These will include practitioners in both the Agency and host country institutions engaged in problem analysis, and project design and implementation as well as organizations engaged in training and education of individuals for practical roles in development. TA/PPU/EUI/Information Cluster will be used to assist in document delivery to LDC offices and units.

4. Information collected and maintained about talented and experienced individuals within U.S. colleges, universities, and outside the academic community who can contribute to Agency consultancy needs as they relate to problems of organization and management of development efforts.

Inputs will come from three sources: (1) The University of Indiana, approximately 110.0 thousand dollars each year; (2) AID, 175.0 thousand dollars each year; (3) MUCIA, campus and faculty inputs likely to contribut to item four above. MUCIA will be the grantee institution through which funds for PASITAM will flow.

This project is basically non-revenue producing although it can be expected that some income will result from the sales of publications particularly those originating within the U.S. and for larger than usual quantities both in the U.S. and overseas. Not much more than $2,000 annually is expected from these sources.

E. Project Issues

Issues identified in the PID were:

1. Will this project add a significant dimension to the ability of TA/DA, TAB, and A.I.D. to help improve the definition and analysis of development problems, and to help improve the design and implementation of problem-seeking responses?

2. Will this project make a significant contribution to the ability within the Technical Assistance Bureau to support and assist field activities of the Agency?

Issues raised in the R&DC and addressed in the project paper, noted below, were:

1. There is need for better identification of the Agency's specific requirements in development administration, and for PASITAM's outputs, to respond to these needs. The outputs must be relevant and have utility. The project needs to be "utilization oriented" rather than "output oriented."

2. Effective transmission of PASITAM's studies to project designers may require more than dissemination of its publications. More training courses, based on and utilizing PASITAM materials, may provide additional utilization opportunities.

3. Considerable attention is being given to management problems in the agricultural sector with insufficient attention to health and population. This imbalance needs adjustment as well as the problem of the AID management personnel shortage in the health and population field.

4. There needs to be involvement of the LDCs in the process of developing PASITAM materials. Admittedly, this would be costly, but some way should be sought to draw upon the field experience of host country counterparts.

5. Even though this project is limited to three years, there should be built into the project an element that provides for continuation beyond the three-year period. Emphasis here must be given to institutionalizing the DAC component, attempting to render it viable on-going. Another example of contuining impact is training programs utilizing the materials developed and produced by PASITAM.

6. There should be evidence in the project paper that this project is a logical continuation of AID's past experience with PASITAM and expressed intents in development administration and management improvement.

The project paper addresses each of the eight issues in the following manner:

Issue 1. Ability of TA/DA, TAB and AID to help improve analysis of development problems.

Evidence of the need to improve the analysis of development problems is spelled out clearly in the Hall and Sheppard reports. Their views are discussed at length in the background section of this paper.

TA/DA has contributed significantly to the Policy Determination No. 69 entitled "Development Administration" and is currently embarked on an "Agency Action Plan" to implement the recommendations of the Hall Report.

Issue 2. Project contribution to support of and assistance to field activities of the Agency.

The project has been designed to produce several kinds of materials of direct use to AID missions and host country collaborators: provided will be practical information in readily accessible form, for the missions, their contractors and host country counterparts. There will be access to reference and consultancy services which, experience indicates, is a valuable form of support.

The kind of support to be provided is spelled out in detail in the Project Description Section, particularly the output section narration.

Issue 3. Need for PASITAM outputs to respond to Agency requirements.

PASITAM has developed a response capability, through a 211(d) grant to MUCIA, by producing a number of significant publications. These publications have been widely distributed and utilized, according to feedback from a questionnaire sent late 1976 by PASITAM to recipients of PASITAM publication. Materials developed by PASITAM have been incorporated into the Analytical Skills Workshop under a contract entered into by the AID Professional Studies Program.

The evidence above augers well for PASITAM's support and contribution to TA/DA and TAB's ability to improve the definition and analysis of development problems for Agency use; also, to contribute to the improvement of the design and implementation of problem-seeking responses.

Issue 4. Effective transmission of PASITAM studies to project designers.

PASITAM is presently the contractor for the Analytical Skills Workshop carried out by the Agency Professional Studies Office. A number of PASITAM developed materials have been incorporated into the workshop.

Utilization possibilities in the field are possible or suggested in correspondence given in Appendix B. Training courses of a kind raised by this issue can provide for fuller utilization of the materials. Such training could be carried out under other projects utilizing PASITAM and its publications in a number of roles and situations.

Issue 5. Imbalanced treatment of management and personnel by sectors, especially health and population.

That part of the issue relating to personnel is outside the scope of this project for it is an Agency personnel management problem, not one about which the project can deal.

An examination of past outputs of PASITAM show a bias in favor of agriculture but not by any means an exclusive one. Annex A is a selective list of publications produced by PASITAM since 1975. These publications fall into nine topical categories as follows:

Science and Technology	2
Rural Development	2
Institution Building	6
Agriculture	6
Public Administration	3
Private Voluntary Organizations	2
Management Information	2
Management Training	2
Project Design	1
Rural Business	1

This project will continue the diversity of topics developed out of the 211(d) grant. An added dimension will be the opportunity for AID to participate both in the topic selections of the Design Notes and the two textbook/workbook publications scheduled to be produced each of the three years of project life. Agency participation, therefore, will not only be

solicited but necessary to the success of the project. How this will be done is explained in the Implementation Plan section of this paper and alluded to in section B, "Detailed Description."

Issue 6. Involvement of host country collaborators in the project.

The project has been designed to assure host country counterpart collaboration in a number of ways. During the 211(d) grant period a number of LDC governments, universities and donor organizations sponsored "scholars in residence" to MUCIA campuses and to PASITAM. Arrangements of this kind will be encouraged under this project.

Another example of host country utilization of PASITAM materials is the recently produced volume Designing and Managing Basic Agricultural Development. This book is being used at the University of Ghana. This text is being tested in an LDC situation for revision or modifications based on experience in a practical situation.

This project would continue and expand upon this kind of participation but will rely considerably upon Agency guidance for direction and identification of need. One example of the kind of collaboration that could develop is such as that expressed in recent memorandums to TA/DA from the Africa Bureaus and Near East. (Attachment B)

As stated in Section B (3), "Project Outputs" topics for textbook-type products will be selected in consultation with appropriate AID personnel and produced in "test" editions. More extensive disseminations will involve collaboration with TA/PPU/EUI/ Information Cluster. Further refinement and "installation" of such materials in LDC institutions can be the subject of small project activities under TA/DA Regional Bureau or Mission auspices, depending on interest and focus of materials produced.

Issue 7. Continuity of PASITAM activities after phase out three year project.

The project could provide for continuity of PASITAM activities after phase out under one or more of these scenarios:

1. Materials produced could be incorporated into training programs as described in the body of the project. PASITAM could provide contractual services similar to those now being provided the Agency Professional Studies Program, i.e., Analytical Skills Workshop.

2. Missions and host countries, taking advantage of PASITAM's consultancy information services could contract PASITAM for professional services to assist in feasibility studies, project design, implementation problem solving, project evaluation, etc. As such, PASITAM could become a widely used consultancy identification and utilization resource. A recent conference on rural development at Cornell University, March, 1977, recommended that PASITAM might assume responsibility for gathering, sifting, and disseminating materials on agriculture and rural development administration to interested parties in the U.S. and abroad.

3. The Documentation Analysis Center can serve a real purpose in accumulating and making available information on a variety of development administration and management topics. These services, as well as publications, can be marketed as their usefulness becomes known and tested.

4. The value of PASITAM to its constituents over the next three years can be measured by the willingness expressed towards the end of this project to continue the project. There is no reason that a new project cannot be entered into if the value to the Agency of the present project so warrants.

5. Finally, MUCIA itself is increasingly aware of the value of PASITAM to the MUCIA campuses. Materials developed thus far are being used in a number of courses on MUCIA campuses. This can and will increase over the years ahead, offering an incentive to participating universities to provide financial and other support to PASITAM.

Additionally, MUCIA is presently seeking other donor assistance, such as the World Bank and the Asian Development Bank. If these efforts are successful, some support can spill over to PASITAM. PASITAM already is providing 211(d) produced materials to donor agencies other than AID. Inquiries to PASITAM have been made for developing and conducting under contract other training programs similar to the one now provided the Agency, i.e., the Analytical Skills Workshop.

Issue 8. Project as a logical continuation of AID past experience.

Response to this issue is covered in detail in Part 2A, "Background," where reference is made to the 211(d) grant, the evaluation of the grant in October, 1976, and where this project fits into and builds on the 211(d) grant. Annex C, the 1975-6 Annual Report, provides a detailed history of PASITAM since its inception.

II. Project Background and Detailed Description

A. Background

This project is one line of response to one of the most persistent, intractible, and important problems faced by the Agency -- the problem of getting effective, innovative management and better systems of action for carrying out the AID mandate.

In the language of a recent consultant report on Management Improvement and Development Administration efforts of AID, William J. Sheppard observed:[1/]

> "Improved administration and management is essential to help for the poor majority, to community organization for fuller participation, to improvement of agricultural productivity systems in LDCs, and to delivery of social services to clientele to which the Agency is committed.
>
> In addition to the inseparability of improved LDC administration from achievement of the Agency's goals, there also appears to be a political imperative to more vigorous Agency action. ...in the 'new mandate' the authorizing committees of the Congress have provided the Agency with specific objectives in...a constructive effort to tackle anew the development and humanitarian problems of the LDCs. For the Executive Branch to defend possible future project failure on the grounds of managerial incapacity seems to be politically unacceptable."

In broad terms, the need is "to spread ideas, experience, knowledge and techniques..., at several skill levels, inside the Agency, among contractors and other intermediaries, and to the developing country people we are working with." (Sheppard)

TA/DA, in cooperation with other offices of TAB and regional bureaus, has developed a several-sided strategy of response to these needs. Efforts

1/ Sheppard, William J. "Report of a Consultancy to Help Implement the Recommendations of the AID Work Group in Management Improvement and Development Administration (The Hall Report), August, 1976.

range from projects designed to expand and upgrade managerial resources in the field, particularly in Latin America and Africa, to the improvement of the stock of knowledge which can be used by AID, by contractors, and by host country organizations in efforts at better organization and more effective management.

This project serves the latter facet of the strategy. It is designed to bring to bear upon Agency concerns knowledge from a range of academic disciplines and a variety of actual experiences. In scope, the project activity straddles the area commonly labelled "field support." It provides for no original research. It does involve the identification of potentially relevant knowledge about organization and management, along with the assessment, synthesis, and dissemination of that knowledge. It seeks to do these things in a distinctive way, which will reinforce other elements of the TA/DA strategy.

1. The project will continuously monitor knowledge pertaining to the field of "organization and management," to note and assess developments in the state of the art, as these occur in a range of academic disciplines (chiefly social sciences) and professional disciplines (as business management, public administration, industrial management, industrial engineering, etc.)

2. It will continuingly screen emerging materials in terms of their prospective usefulness in the service of AID concerns. To that end, the project will maintain a continuing awareness of the Agency's program and its setting. The project will also develop useful lessons about the organization and management of development projects and related activities from the experience of AID, other donor organizations, and LDCs.

3. In addition to the systematic collection of knowledge the project will undertake the carefully targetted (in collaboration with TA/PPU/EUI). dissemination of materials growing out of its monitoring and analysis/ Dissemination targets will include practitioners engaged in problem analysis, and project design and implementation, as well as organizations engaged in training and educating individuals for practical roles in development.

4. The project will also continuingly identify individuals whose work in the field of organization and management makes them potential contributors to Agency efforts, as consultants and as participants in the design and implementation of development efforts.

Products of this project will be available for use in other TA/DA - supported efforts. As appropriate, they will be disseminated directly to Agency personnel, contractors, and LDC agencies. Pertinent products will also be available for academic use, where they will contribute to the instruction of participant-trainees and others preparing for roles in the field of development.

This project is an outgrowth of a 211(d) grant to the Midwest Universities Consortium for International Activities (MUCIA). Under that grant, in 1971, a Program of Advanced Studies in Institution-Building and Technical Assistance Methodology (PASITAM) was established in 1971. After a slow and confusing start, PASITAM began to acquire focus and momentum. Its work concentrated increasingly upon problems of designing and implementing technical assistance efforts. This in turn led to the marshalling of practical knowledge about organization and management, including the linking of such knowledge with technological expertise in such fields as agriculture and rural development, and the adaptation of such knowledge to the needs of development efforts in LDC environments.

PASITAM also developed a distinctive set of dissemination arrangements. These range from a Newsletter, each issue containing short, substantive statements of interest and use to practitioners (as well as trainers); to Design Notes (short statements of concrete lessons from experience plus discussions of their potential usefulness) and Design Studies. The latter are more extensive analyses of particular problems of organization and management.

In addition, PASITAM has produced a number of case studies. And it has undertaken the development of carefully designed textual materials, for use in the instruction of persons for various kinds of development-related roles. These textual materials synthesize "academic" knowledge about organization and management with relevant technical knowledge (e.g., knowledge about characteristics of certain kinds of peasant agriculture) and knowledge about development settings.

PASITAM has also developed a "Documentation and Analysis Center," which serves as a clearinghouse for processing a variety of requests for information in its field of specialization, as well as a means of tapping -- and linking -- a number of existing "development information systems," including those established by donor organizations and private voluntary agencies.

Finally, PASITAM has become involved in the direct conduct of training, and in the preparation of multi-media training materials, as a means of disseminating products of its monitoring, analysis, and synthesis work. Because of its position as an element of a consortium of six (soon to be

seven) major American universities[2/] it has direct access to a large array of library materials and expert personnel in a variety of disciplines.

These characteristics of MUCIA/PASITAM -- its experience, its established capacity, and the fact that it is largely a product of an AID investment -- makes it a unique means of meeting one part of AID's commitment to getting effective, innovative management and better systems of action for carrying out the AID mandate.

In October, 1975, a comprehensive evaluation of the 211(d) project noted that significant progress had been made toward meeting grant objectives, and described the current management of the project as "excellent." Since then, the project's demonstrated capacity to address Agency needs and interests has grown, as is shown by its products and their reception by a variety of users. A sampling of these products listed in AID Circular A-6 of January 8, 1977, is given in Annex C. Annex C contains the Annual Report covering the year up to October 30, 1976. This report describes in detail PASITAM activities and summaries of publications produced.

The 211(d) grant expires June 30, 1977. This project will apply capabilities developed with 211(d) support, over a three-year period. In addition to producing contributions to Agency needs and commitments, it is assumed that the project will help promote the further institutionalization of an important resource within an American universities' setting.

Currently the MUCIA consortium's agent for the PASITAM project, Indiana University, is contributing in excess of $100,000 per year to help support

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2/ Indiana University, University of Illinois, Ohio State University, Michigan State, and the University of Minnesota and Wisconsin, plus the University of Iowa beginning July 1, 1977.

this enterprise (in the form of funds and supporting facilities and services). The consortium itself is also in the middle of a fund-seeking effort which, if successful, will contribute support to the PASITAM program.

During a three-year period, the project at hand will provide for a flow of concrete products which are in part the fruits of past investments by the Agency as well as by MUCIA. This will provide a further test of the longer-run utility, and viability, of PASITAM.

B. Detailed Description

1. Program goal: This project contributes to a broad goal spelled out in the Agency's policy determination on Development Administration (PD-69, February 10, 1977). The goal is

> "consistently and imaginatively addressing the managerial needs and constraints of developing country institutions that serve the poor majority."

To that end,

> "Management improvement is a vital dimension of our assistance in agriculture and rural development, family planning, health, nutrition and human resources development. It deserves attention co-equal with that afforded the economic, technical, political and social dimensions of development."

In keeping with Agency policy, careful analysis of managerial and institutional factors is required in program analysis and project design and implementation. The Agency is committed to expanding its efforts to mobilize and apply relevant knowledge to help developing countries solve their management problems, and to draw upon multidisciplinary resources in the service of this commitment. In short, the goal is to expand the capacity of authorities in developing countries to organize and manage development programs.

Objectively verifiable indicators of effect range from a decline in the rate of development project failure to advances in the state of such indicators as Physical Quality of Life Indices. It must be recognized, of course, that many interdependent factors affect the achievement of the goal of more effective development efforts-and-outcomes. As a result, the causal relationships involved are profoundly complicated. They are often difficult to know with assurance, let alone to control.

At a more modest level of goal assessment, primary indicators are the effective completion of development projects and programs -- with results that contribute to programmatic aims in agriculture, health, human resource development, and rural development.

Means of Verification are most commonly available in records and reports of sectoral, regional, and multi-sector development plans and program documents.

2. Project Purpose: The purpose of this project is to help enlarge the practical knowledge through which the Agency can respond to the problem discussed under (A) Background; and to make that knowledge available in useful forms to Agency personnel, contractors, and LDC organizations.

Project purpose includes elements of R & D activity as well as field support. The purpose is not to generate new knowledge through original research into problems of organizing and managing development efforts. It is to identify, assess, synthesize, adapt and disseminate such knowledge, in ways which will improve capacities to design and implement development efforts.

One element of project purpose is to complement other knowledge-building and dissemination efforts. Some of these are university based but targetted

upon relatively bounded subjects, such as the analysis and design of agri-business systems. Others, concerned with such broad purposes as improved project implementation, and the better planning and management of agricultural development, are conducted by "operationally-oriented" organizations which do not have the range and depth of multidisciplinary resources available from a university consortium. This project will contribute materials which will be useful to varying degrees in other Agency projects which serve the broad goal of improved organization and management.

Objectively verifiable indicators of effect include the utilization of project outputs within AID, by contractors and other intermediaries, and organizations and personnel in LDCs.

Means of verification are of two types: One consists of concrete evidence of utilization, in instruction, training, project documentation, and related materials. An example would be the organization of a course of instruction, in an institute preparing LDC personnel for practical assignments in project design or implementation, around one or more products intended to serve project purpose. Reference to materials included among project outputs, in an analysis of a development problem or the design of a project proposal, would also be concrete means of verification.

More elusive, but not less important, means of verification of the achievement of project purpose would be the incorporation of findings, viewpoints and conclusions growing out of this project in the thinking and behavior of individuals with significant roles in organizing and managing development efforts. This achievement of purpose can be explored or roughly tested by determining whether such individuals are aware of project products.

To some extent the accomplishment of purpose can be tested by obtaining the professional opinions of such individuals.

3. Project Outputs: The project will produce four interrelated kinds of output:

a. Nine short, practical reports will be produced each year. Each report will present a "lesson" or practical finding about some technique, method, or other useful item of knowledge, plus a discussion or explanation which will enable the recipient to understand, assess, and apply the material (as appropriate to his/her situation).

These reports (entitled Design Notes) will generally not exceed 2,000 words. They will follow a format developed under the above-mentioned 211(d) grant. The Notes will address topics within a set of subject-matter categories derived by reference to the program goal mentioned at the beginning of Part 2.

For example, one broad category is currently projected as: Organization, Program, and Project Design. Subjects within this category include: the use of information as a tool of management and control (e.g., the use of Management Information System techniques); identification of goals and techniques of goal setting; the use of incentives in design and implementation; techniques of error reduction and control in projects; and organizing for program and project management under uncertain conditions.

Other categories within which Design Notes will be prepared include: How Technologies Affect the Design of Organizations; Identification of Environmental Factors Affecting Project Organization; Use of Evaluation Strategies and Techniques; and Intelligent Applications of Systems Concepts and Techniques.

This set of categories has been developed out of previous experience, including consultation with AID personnel, contractors, and other participants in development efforts. The specific work-plan for producing Design Notes will be developed in continuing consultation with such users, and will be informed by feedback from the use of earlier products of this sort.

Project outputs will include at least a thousand copies of each Design Note, distributed to a carefully prepared list of recipients, in consultation with TA/PPU/EUI.

Original issuance will be in the English language. If there is an effective demand for foreign language versions, efforts will be made to respond to these.

b. Each year, two workbook/textbook type publications, varying as appropriate in length and content, will be produced. These will synthesize and integrate knowledge, putting it in a form which will facilitate its transmission to users.

Each text-type book will address one important topical concern encompassed by AID's interest in promoting effective, innovative management and better systems of action for carrying out the AID mandate.

Illustrations of this type of product can be drawn from the above-mentioned MUCIA 211(d) effort, which has produced one such text, and has scheduled another. The volume, Designing and Managing Basic Agricultural Development, was drafted by Earl Kulp, under AID auspices. The manuscript was then reviewed by a panel of MUCIA specialists, and extensively revised and adapted by PASITAM staff. An experimental edition was then published, for review and testing. It is currently being used in courses at the

University of Illinois and the University of Ghana. This experience may lead to further refinement and application of the material.

Another text-type product, Design Tools for Development, grew out of a PASITAM sub-project funded by the 211(d) grant. This is a work-book produced by two young industrial engineers and a set of their graduate students. It presents, in carefully-arrayed categories, information on the use of a series of analytical tools for defining problems, devising projects, and planning and controlling their implementation. This work can be used as a reference as well as in training. In advance of the volume's publication, a number of the tools are being used in an Analytical Skills Workshop offered periodically for AID field personnel.

Topics for text-type products will be selected in consultation with appropriate AID personnel and produced in "test" editions. More extensive dissemination will involve collaboration with TA/PPU/EUI Information Cluster. Further refinement and "installation" of such materials in LDC institutions might be the subject of "small project" activities under TA/DA auspices.

c. Related reference-type and advisory assistance concerning practical problems of organization and management in developmental contexts will be provided. This will include the provision of information on such practical problems as project identification techniques, program and project design methodology, techniques of implementation, etc.

d. In addition, information will be collected and maintained about distinctively talented and experienced individuals within U.S. colleges, universities and elsewhere who can contribute to particular Agency consultancy (and related) needs, as these bear upon problems of organization and management of development efforts.

These latter functions will be undertaken through the Documentation and Analysis Unit of PASITAM. The responsibilities of the DAC include the continuous monitoring of emerging knowledge about organization and management, as this knowledge applies to development efforts. One major source of such knowledge is publications and reports which circulate within the "academic" domain. Another is the documented experience of development agencies. DAC monitoring extends to both and needs to be rendered viable and on-going.

Objectively verifiable indicators of effect: These consist of the products themselves, in the case of Design Notes and text-type materials, plus evidence of demand and acceptance. Utilization of reference-service capabilities, and the value ascribed to those services by users, serve as indicators of effect for DAC functions.

Means of verification will include physical examination of concrete products; examination of records of requests for materials and services; and volunteered and solicited judgments of the quality and utility of materials and services.

4. Project Inputs. AID-supported project inputs are set forth in the statement of financial requirements and plan. They consist primarily of support for personnel involved in the project and for the production of indicated materials and services. These include:

project director; 1/3 time (including fringe benefits)	$19,000
publications program manager, full-time	16,000
documentation director, full-time	16,000
publications and documentation staff, hourly	20,000
professional consultants and contributing authors	30,000
direct manufacturing and distributing costs	29,000
administrative & program support, including travel, product-conferences, reviews, and related	36,000
administrative clerk, half-time	9,000
Annual project inputs	$175,000

Other inputs are to be contributed by Indiana University, the MUCIA agent for the project. At the current level of overall support for PASITAM these inputs include:

space and supporting services valued per year at	$99,800
secretarial help	10,000
	$109,800

When the value of these contributions is pro-rated among PASITAM functions, contributions assignable to this project amount to about 57% of their total, or about $62,500.

In addition, MUCIA administrative and support services, valued at approximately 13% of projected expenditures, amount to an estimated $22,750.

Key project inputs are the professional, technical, managerial, and material resources required to produce the indicated project outputs.

Objectively verifiable indicators of effect; and sources:

Budgetary and financial data provide the objective sources of indicators of input. Development and implementation plans presented (by PASITAM in conjunction with annual evaluations) on institutionalizing the DAC component under the auspices of Indiana University and/or MUCIA will provide verifiable evidence of progress.

5. Assumptions:

a. Goal-level assumptions: The basic assumptions are: (1) that improved knowledge from academic sources and field experience can contribute to meeting managerial needs and reducing constraints upon the effectiveness of developing country institutions that serve the poor majority; and (2) that such knowledge can be combined with other knowledge about technology, programmatic purposes, and environmental conditions, to facilitate the design and implementation of improved development efforts.

b. Purpose-level assumptions: That effective links and bridges can be established between multidisciplinary academic sources of knowledge

about organization and management and elements of a complex community of prospective users, including AID, contractors, and host country persons and organizations.

c. Output-level assumptions: That a product-oriented agenda can be established, through professional judgment and consultation, particularly with elements of AID, as the basis for producing useful products. Also, that there will continue to exist a need for reference-type services, and for the identification of academically-based talent for use in AID-conducted and AID-sponsored activities. Part of the project's outputs will be responses to demand based upon such assumptions.

d. Input-level assumptions: That appropriate skills and talents can be mobilized, and used in ways that are related to Agency concerns, within a clearly-bounded time frame; that Indiana University and/or MUCIA recognize the need to incorporate the DAC as an integral on-going institutional component.

III. Project Analyses

A. Technical Analyses including Environmental Assessment

In broad terms, the environmental needs to which this project is a response have been established. This needs assessment is reflected in AID Policy Determination No. 69, of February 10, 1977, which is based upon extensive examinations of needs for improved organizational capability and managerial resources.

It is a widely-accepted convention that the United States is the leading source of theoretical and applied knowledge which can be used to help the Agency's response to the problem described earlier. It is an established fact that one important source of that knowledge is the so-called "academic community" and various elements thereof.

It is also true that something more is essential than a simple, direct transfer of knowledge from academic sources to developmental efforts. There are several reasons for this: Not all academically-generated knowledge of such matters as organization and management is equally good. Not all of what which appears to be good (i.e., valid and reliable) is relevant. Even that which appears relevant must be assessed and adapted to fit the needs and requirements of the environments into which it is aimed. Key features of this project include searching and screening, assessment, and adaptation, as well as dissemination.

One concrete illustrative justification of technical soundness and germaneness may be cited: Designing and implementing efforts to improve the well-being of groups of the rural poor impose uncommon challenges to established organizational and managerial know-how. In the past there have been strong tendencies to use conventional arrangements in organizing

and managing these efforts -- i.e., to use traditional forms of organization exported from developed country settings, such as cooperatives and fairly complicated marketing arrangements; and to assume that incentives which work in developed countries can be transplanted to different settings. There have also been tendencies to undertake large-scale efforts at rural development, and to rely upon elaborate information systems for monitoring and managing such projects.

Experience inspires serious questions about the adequacy of some of these approaches and their underlying assumptions. Multidisciplinary perspectives on the organization and management of these efforts offer significant opportunities for improved project design and implementation - provided, of course, that findings reach the people who can and will use them. Such analysis and dissemination are key features of this project. Insofar as worthy products are developed, disseminated, and used, important contributions will be made to the organization and management of efforts to benefit the targets of AID's mandate.

An Environmental Threshold Determination, dated April 19, 1977, noted that this project will not have a significant effect upon the human environment.

A review of experience under the 211(d) grant, out of which this project follows, is a convincing source of evidence of technical soundness.

B. Financial Analysis and Plan

This is basically a nonrevenue producing project. On the basis of past experience, a small sum of money can be expected to be generated annually, from the sale of copies of publications to developed country users. The annual magnitude, however, is expected to be in the neighbor-

hood of $1,000 - $2,000 per year, a sum which has no substantial bearing upon meeting project resource requirements.

It has been established that recurrent operating and maintenance costs of this project will be met by the consortium and its agent-university during the project's three year duration. These constitute a necessary set of inputs, to be matched by indicated AID disbursements, if the project is to fulfill commitments.

The question of post-project support is premature. It will be affected by a range of factors, including current efforts of the consortium to expand it current funding base, as well as positive achievement in institutionalizing the core DAC component into an established, on-going organizational base. The project, as designed, anticipates a set of activities which will produce a set of goods and services during a three-year time period. Should all activities cease at the termination of that period, concrete products of this project will continue to be available for dissemination through PPU/EUI.

Financial Plan/Budget Tables:

Table 1

Project Summary Cost Estimate by Fiscal Years($000)

Line Items	FY 77(1/4)		FY 78		FY 79		FY 80 (3/4)			
	AID	MUC/IU	AID	MUC/IU	AID	MUC/IU	AID	MUC/IU	AID	MUC/IU
Salaries, wages, fringes	20.	2.5	80.	10.	80.	10.	60.	7.5	240	30.
Writers & consultants	7.5	- -	30.	- -	30.	- -	22.5	- -	90	- -
Production & distribution costs	2.	.3	29.	1.	29.	1.	27.	.8	87	1.3
Admin. support facilities & services	9.	21.3	36.	85.2	36.	85.2	27.	63.9	108	255.6
	38.5	24.1	175.	96.2	175.	96.2	136.5	72.2	525	286.9

Table 2

Project Cost by Phases (AID Costs Only)

Note: The project is divided into three equal phases, each of 12 months' duration. For each phase, costs are projected as follows:

Expenditures	Time	Short Studies	Volumes	Dccumen-tation	Admin	Total
Proj Director time sal. & fringes	1/3	4.0	1.0	1.0	13.0	19.0
Publications manager	Full	5.0	8.0	---	3.0	16.0
Documentation director	Full	3.0	---	12.0	1.0	16.0
Pubs. & Doc'n staff personnel	Hrly	8.0		12.0	---	20.0
Prof. consult. & writers	Hrly	29.0		1.0		30.0
Mfg. & distrib. costs		9.0	20.0	---	---	29.0
Admin. support		12.0		18.0	6.0	36.0
Admin. Clerk,	1/2				9.0	9.0
						$175.0

C. Monitoring and Evaluation

TA/DA will serve as technical monitor of the project in close collaboration with TA/PPU/EUI, regarding documentation of PASITAM output, and the Regional Bureaus, regarding product utilization.

Quantitative outputs of this project will be simple to monitor for they include the publication each year of nine Design Notes and two workbook/textbook type publications. More difficult to measure, but more important, will be how these publications are utilized in instruction, training, project documentation and the influence they exert on LDC counterparts to incorporate the findings, viewpoints and conclusions in organizing and managing development programs.

A second area to be evaluated yearly will be the extent to which the Documentation and Analysis Center provides reference type and advisory assistance concerning practical problems of organization and management in developmental contents, including information on project identifications techniques, program and project design methodology, implementation techniques. Progress achieved in developing and implementing the DAC component into an on-going institutional base will be measured.

A third area relates to the extent to which PASITAM provides information on appropriate talent who can contribute to particular Agency needs bearing upon problems of organization and management of development efforts.

An internal evaluation committee will be selected composed of the Project Manager, the Documentation Coordinator, TA/PPU/EUI, one Regional Bureau Officer and the PASITAM Director. Informal review of project progress will be conducted periodically throughout the course of project implementation.

A formal written evaluation will be conducted by the committee nine months from the date of project authorization and each August, thereafter, until project termination, except that the last evaluation will be a post project evaluation made after project termination. An additional member will be added to the Evaluation Committee to carry out the post project evaluation.

TA/DA small activity funds will be used to defray cost of the evaluations. These costs are expected to be minimal and be limited to costs of the outside member assigned to the Evaluation Committee and per diem back and forth between AID/W and PASITAM. In the event that the Committee believes evaluation activities should include visits to LDC field sites to test product utilization, this will be an added cost to be funded from the Small Activities fund.

IV. Implementation Arrangements

A. Recipient/AID.

The grant will be made to MUCIA for the purpose of utilizing PASITAM to carry out the purpose of this project. MUCIA is administratively and organizationally capable of administering this grant. A 211(d) grant to fund PASITAM, terminating in June, 1977, has worked out exceptionally well, especially the last three years as the Annual Report of October, 1976 (attached as Annex C) demonstrates. MUCIA has been the recipient of a number of other donor agency grants, including the Ford Foundation.

Because AID will be expected to be involved with PASITAM in decisions regarding the topical selection of publications to be produced, TA/DA, as the monitoring agent, will need to allot sufficient staff time to coordinate the interface expected to occur between PASITAM and the Regional Bureaus Missions, host country collaborators, and TAB, e.g., TA/PPU/EUI. For this purpose, approximately three man months of TA/DA staff time each year is required to monitor the project.

The monitoring activity will not prevent direct communication between PASITAM and the utilizing agents (in fact such an arrangement is preferred) but a coordinating and monitoring function is considered essential to assure maximum utilization of project outputs.

B. Implementations Plan.

1. Implementation Responsibilities

PASITAM is currently producing materials of a kind proposed in the project; therefore, "tooling up" or "building staff" time should be minimal. The number and type of outputs are clearly stated in the output

sections. Required immediately upon project approval, however, will be the development of a relatively more precise scope of work based upon the needs of the Agency, the Missions, and others. This can be done through or by a representative Committee mechanism, by written communication to the field and/or other procedures to be devised. This type of action should be completed not later than two months after project approval which is estimated to be early October.

The kind and time spacing of the project outputs are clearly spelled out in the logical framework provided in Annex D.

2. Planned Performance Tracking Network.

Milestones against which success and planned implementation and completion can be measured are given in the network chart, Annex E.

3. Monitoring Plan

Monitoring will be continuous throughout the course of the project by semi-annual review with the grantee on progress being made towards targetted achievements. Attempts will be made to make these reviews coincident with the PASITAM Advisory Committee Meetings usually held semi-annually. One of these reviews each year will be in conjunction with the more formal yearly evaluation of project progress. TA/DA will provide staff to monitor project evaluation.

At certain periods during the course of the project ad hoc committees, composed of representatives from the Regional Bureau and country missions, may be formed to deal with utilization problems, procedures and topical interests. The TA/DA project manager will coordinate, as necessary, these activities with PASITAM and the committees.

4. Major Beneficiaries

The immediate beneficiaries of this project will be: (1) AID personnel engaged in problem analysis and project design, or in the direction and monitoring of such activity; (b) contracting organizations and other development agencies which undertake development problem analyses, or design and implement programs and projects in response to identified problems; and (c) host country individuals and institutions -- individuals occupying, or being prepared for, practical roles in development work, and institutions which assist with that preparation.

5. Spread Effects

An important spread effect of this project will be the spread in use of its products. Experience from the past indicates a strong potential. For example, almost 50 private voluntary agencies engaged in development (as well as in humanitarian) activities overseas are currently distributing and using products of this Program. The World Bank is using PASITAM materials in its Economic Development Institute. And the continuing growth of demand for such materials is noted in the appendix.

ANNEX A

PASITAM Design Studies

Science Development: The Building of Science in Less Developed Countries, 2nd ed.

By Michael J. Moravcsik

Provides a comprehensive survey of the literature, plus an argument for a particular institution-building approach to science in developing countries.

262 pp. September 1976 $10.00

Rural Development: The Interplay of Analysis and Action

Edited by Amy Mann and Jan Miracle

Examines ways in which such tools as project and sector analysis bear upon practical decision making.

67 pp. August 1975 $3.00

Institution Building: A Reader

Edited by Amy Mann

A broad and orderly examination of "institution-building" approaches to development, composed of selected statements by a number of scholars and practitioners.

149 pp. September 1975 $5.00

The India Education Project: A Case Study of Institution Building and Organizational Conflict

By Harbans S. Bhola

Focuses on the personal dimensions of the India Education Project by an examination of its origins, operation, and consequences.

100 pp. May 1975 $3.00

NIDA: A Case Study in Institution Development

By Choop Karnjanaprakorn, Lawrence E. McKibben, and William N. Thompson

An examination of the environment and viability of the National Institute of Development Administration in Thailand.

140 pp. June 1974 $3.00

Integrated Development in Rural Ethiopia: An Evaluative Study of the Chilalo Agriculture Development Unit

By Betru Gebregziabher

A detailed examination of the problems and successes of CADU, including an evaluation model which helps put the author's experiences in perspective.

78 pp. July 1975 out of print

(over)

PASITAM Papers

1) Siffin, William J. "Institution Building in Technical Assistance: The Design Perspective and Some Implications for Research and Development in International Education." Columbus, OH: Center for Vocational Education, Ohio State University, 1975, 11 p. (Available only from the Center for Vocational Education)

2) Siffin, William J. "Two Decades of Public Administration in Developing Countries: An American's View." Public Administration Review 36:1 (January/February 1976), pp. 61-71.

3) *"Design, Implementation and Evaluation of Health Delivery Projects: A PASITAM Strategy Paper." December 1975, 19 p.

4) *"Expanding the Roles of Private Humanitarian Agencies in Development Assistance: Manpower and Management Issues." February 1976, 15 p., plus appendices and a summary of questionaire responses.

5) *Siffin, William J. "Institution Building: Feasibility and Techniques." March 1976, 25 p. (Forthcoming in a publication of the United Nations, Public Administration and Finance Division)

6) *Siffin, William J. "Administrative Problems and Integrated Rural Development, Or, Can a Lions' Den Be Made into a Happy Zoo?" Paper presented at the Conference on African Rural Development held at the University of Arizona in Tucson, 11-15 April 1976, 28 p.

7) *"Private Voluntary Organizations and Appropriate Technology: A Report Prepared for the Agency for International Development." June 1976, 27p.

8) *Siffin, William J. "Evaluating Alternative Models and Strategies of Management Training." Paper presented at the Conference on Public Management Education and Training held in Bellagio, Italy, 11-15 August 1976, 17 p.

*Denotes the paper is available by exchange or for $1.00 per copy (postage and handling costs) from Publications, PASITAM, Indiana University, 1005 East Tenth Street, Bloomington, Indiana, U.S.A.

PASITAM Design Notes

1) "How Administrative Arrangements Can Influence Program Outcomes." September 1975, prepared by Paul Cunningham.

2) "Effect of Training Programs on Work Behavior." September 1975, prepared by Paul Cunningham.

3) "A Management Information System Model for Multi-Purpose, Multi-Method Rural Development Projects." September 1975, prepared by William J. Siffin.

4) "Targeting as a Tool of Program and Project Design." December 1975, prepared by Paul Cunningham and William J. Siffin.

5) "Technology Transfer and the Gatekeeper Function." March 1976, prepared by Paul Cunningham.

6) "How Uncertainty Affects Decision Making." May 1976, prepared by Paul Cunningham.

7) "An Agricultural Management Information System: Lessons from Masagana 99." May 1976, prepared by Russell Stout, Jr.

8) "Designing Organizations to Increase Reliability and Minimize Error." June 1976, prepared by Paul Cunningham.

9) "Shinyalu: Credit for Small Rural Businesses." September 1976, prepared by Richard L. Ramey.

Design Notes are available free upon request from the PASITAM Documentation Center, Indiana University, 1005 East Tenth St., Bloomington, Indiana, U.S.A.

ANNEX B

PRIVATE AGENCIES COLLABORATING TOGETHER INC.

777 UNITED NATIONS PLAZA · NEW YORK N.Y. 10017 212·697·6222

18 April 1977

Dr. Richard Steele
Coordinator
Documentation and Analysis Center
PASITAM
Indiana University
1005 East tenth Street
Bloomington, Indiana 47401

Dear Dr. Steele:

According to our understanding after you authorized the translation of the December 1975 Design Notes, this is a final report about its dissemination and use.

The material was sent to 67 recipients in total. They were: PACT Members (20), another 8 PVOs located in the U.S. and working in Latin America, 3 international development agencies (Europe, Canada and regional office in Latin America), 3 development agencies of three different Latin American countries and 34 private development agencies serving and/or operating in Latin America.

Twenty recipients answered the questionnaire attached to the translated material.- practically one third of the total number of recipients. Answers came from 15 different countries.

Eleven recipients duplicated the material for further usage, taking advantage of the PACT authorization for reproduction given in advance. A total of 230 issues were duplicated for local dissemination, amounting 3.3 duplication factor for the whole mailing list. The translation, mailing, follow-up and supervision time spent in the entire operation included seven working days of a person in my position, three days from the translator and two days from one secretary.

This limited experience has demonstrated that:

- Organizations involved in the cooperative movement and community development programs rank first in the

list of concerned agencies for this material.

- Organizations which duplicated the material are second level institutions (supportive organizations) and not necessarily those in the implementation line.
- Material was directed primarily to field directors and supervisors rather than field promotors and programs' beneficiaries.

Enclosed is a copy of three responses.

Please feel free to request any further information.

Cordially,

Ricardo Puerta
Assistant Director

RP:rg
Enclosure

PRIVATE AGENCIES COLLABORATING TOGETHER INC.

777 UNITED NATIONS PLAZA NEW YORK N.Y. 10017 212 697 6222

22 de septiembre de 1976

Sr. Alvaro Chaves
Instituto Nacional de Fomento
Cooperativo
Apartado ~~4203~~ 10103
San José, Costa Rica

Estimado Sr. Chaves:

Si el artículo incluído es de interés para sus trabajos, tiene la autorización anticipada de PACT para multicopiarlo. Le rogamos que la copia sea fiel al original, incluyendo la nota "A manera de introducción".

Este servicio seguirá activo si realmente llena una necesidad de los organismos de promoción con interés social. Si ustedes lo consideran útil, le rogamos remita a PACT la siguiente información:

1. El material enviado lo utilizamos básicamente para el personal

X ejecutivo — X de supervisión del personal de campo o terreno — X de base promotores, monitores, etc. — __ beneficiados de los programas

__ Otros (específique) _____.

2. El artículo enviado __ lo duplicamos. Si lo duplicaron, diga cuántas copias sacaron. Número de copias 100
__ no lo duplicamos

3. Pensando en las necesidades operativas de sus programas ¿a qué temas o tópicos deberíamos prestarle prioridad en artículos futuros? Especifíquelos por orden de importancia mayor. Métodos de Programación, Técnicas de promoción.

4. Comentarios, críticas, sugerencias, etc., que usted cree de relevancia para este servicio Nos parece de sumo interés este servicio. Consideramos que este paso dado por el PACT, es todo un acierto. Felicitaciones y buena suerte.

Le expresamos nuestras gracias por anticipado.

Alvaro:
¿Cómo te ha ido todo este tiempo? Dígame saber si te interesa este servicio para tus trabajos.
Recuerdos al resto de nuestros

Cordialmente,

Ricardo

Ricardo A. Puerta
Subdirector

RAP

BEST AVAILABLE COPY

OPTIONAL FORM NO. 10
JULY 1973 EDITION
GSA FPMR (41 CFR) 101-11.6

UNITED STATES GOVERNMENT

Memorandum

TO : NE/TECH, Mr. David Steinberg DATE: March 14, 1977

FROM : NE/TECH/SP-RD, James J. Dalton JD

SUBJECT: Future of PASITAM

REF: Luykx Memo of February 28, 1977

Pressure of other work has prevented me from looking at this earlier.

Unfortunately, all of my staff is dispersed to the Near East field so there are no other minds to address the issue posed.

I can see considerable value in urging TA/DA to set up a two-year funding of this organization - so that A.I.D. Missions might derive benefits from the operation. Among the possible ideas related to the Near East Bureau:

1. Earl Kulp's manuscript, produced by PASITAM, and entitled "Designing and Managing Basic Agricultural Programs" is the kind of document that all rural development people should have in hand. That document and the materials produced by Alfred Waterston on middle-level agricultural management should both be distributed to Near East Bureau AID/W and field personnel.

   Kulp is developing supplementary training modules to go with his book. These comprise two to four days of special training on subjects related to the content of the book. Such training could be provided to A.I.D. and LDC personnel; but PASITAM would have to provide the necessary backup.

2. Wm. J. Siffin's "Institution Building: Feasibility and Techniques" and two related papers could be treated the same way by PASITAM - with special short-term training modules set up and backstopped by that organization.

3. The Thesen, Delp, paper on "Systems Tools for Development Design" could be treated in the same manner as the foregoing. In some cases, where additional field research or observation is needed (perhaps in the case of the Siffin and Thesen, Delp approaches) Afghanistan, and Yemen would provide one level of development environment, while Egypt and Jordan might provide the other.

RECEIVED
MAR 1977

Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

5010-110

I would not, of course, wish to get PASITAM active in this among the Near East Missions range of activities until we have a development administration specialist on board and that individual has both established his bona fides among the Missions and satisfied himself that such work by PASITAM would be helpful.

AFR/DR, John L. Withers

May 6, 1977

TA/DA, Nicolaas Luykx

Your memorandum of April 26 (Designing and Managing Basic Agriculture Programs)

PASITAM Project Manager, Charles Briggs, has discussed your request for the book, Designing and Managing Basic Agriculture Programs, with Bill Siffin, Director of PASITAM.

Mr. Siffin mailed today ten copies of the book and in a telephone conversation with Dr. Briggs expressed considerable interest in the way you intend to use the book, assuming, of course, a positive evaluation by key experts in the Africa Bureau. Mr. Siffin believes such an evaluation is essential.

The way you propose to use the book is similar to the way Mr. Siffin would like to have the book used--that is, to use it in a training situation in an LDC to test its validity and to revise it as practice indicates. What you suggest would provide a means to utilize a product in a practical way.

Mr. Siffin has asked me to convey to you his interest in the outcome of your evaluation. We would also appreciate any feedback as TA/DA is in the process of developing a utilization project with PASITAM.

With reference to your suggestion that a MUCIA design team combine project design work and development of teaching materials, you might wish to develop this theme in greater detail with Mr. Siffin. His telephone number is 812-337-1341.

cc: Mr. Siffin

TA/DA:CCBriggs:bsh

BEST AVAILABLE COPY

OPTIONAL FORM NO. 10
JULY 1973 EDITION
GSA FPMR (41 CFR) 101-11.6

UNITED STATES GOVERNMENT

Memorandum

TO : TA/DA, Dr. Nicolaas Luykx DATE: April 26, 1977

FROM : AFR/DR, Dr. John L. Withers

SUBJECT: Designing & Managing Basic Agriculture Programs

The Africa Bureau has a number of projects of the integrated type featured in the above mentioned book. The methodology and training material could be quite useful to us.

In several countries this Bureau is planning to design new projects. It might be useful to have a MUCIA design team combine project design work and development of teaching materials, in some instances. A team could work with faculty members from a suitable local institution to design an A.I.D. integrated project and use that project as a basis for supplementary local teaching materials. Thus, local professionals would learn how to use and how to teach useful methodology while participating in joint project design. This would have the additional advantage that they would consider it to be their project.

Over the next two years, there might be other projects where MUCIA teams could combine project design with teaching of local trainers; and development of local training materials.

It may also be useful to train Africa Bureau project managers in the techniques of the book.

Before any of this takes place, however, the Africa Bureau would like the opportunity to review the book further. We would appreciate ten copies to distribute to key experts in the Bureau, to get their evaluation.

MAY 3. 1977

5010-110

Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

ANNEX C

211(d) Annual Report
Due: October 30, 1976
Submitted: October 26, 1976

Grant Title: MUCIA Program of Advanced Study in Institution Building and Technical Assistance Methodology (PASITAM)

Grantee: Midwest Universities Consortium for International Activities, Inc.

Director: William J. Siffin

AID Sponsoring Technical Office: Program and Methodology, Technical Assistance Bureau

Statistical Summary:

Grant Period: 28 May 1971 - 27 May 1976 (extension 30 June, 1977)

Amount of Grant: $1,000,000

Expenditures:

Report Year:	203,050
Accumulated:	905,800
Anticipated for Next Year (9 mos.):	93,600

B. Narrative Summary:

In 1975-76 this project moved into the final phase of its 211(d) activities. Nearly all sub-grant project activity was complete by September 30, 1976. Major exceptions include completion of a set of manuscripts growing out of the Hoole-Job analysis of quasi-experimental approaches to design and evaluation; and final revision of the Delp-Thesen manuscript on the systems approaches and the use of systems tools for analysis, design, and implementation. Four draft chapters have been received from Hoole. Brian Job is currently revising a draft of his manuscript; and Peter Delp is preparing a final version of Systems Tools for Development Planning. As noted in the body of the report, we are planning to complete our publications efforts by June 30, 1977.

Major efforts in 1975-76 included:

1. Continuation of dissemination work begun in the previous year, with particular emphasis upon Design Notes and a Newsletter.

During the year three studies were also published: Amy Mann, ed., Institution Building: A Reader, and Burton Swanson's two Design Studies: Organizing Agricultural Technology Transfer: The Effects of Alternative Arrangements, and Regional Agricultural Production Programs: Training and Design Strategies. The first of the Swanson papers was assessed by Dr. Peter Jennings of CIAT as "...excellent and should be required reading for graduate students and professors interested in international agriculture." The paper was also influencing thinking in the bean production program of CIAT. The leader of that program noted that "it has already clarified for me some of the attitudes we must take on breeding activities."

By September 30, 1976, 2,074 copies of PASITAM's nine Design Studies and Case Studies had been distributed. One of them, Science Development by Michael J. Moravcsik, was reissued in August 1976 after the first edition was exhausted.

During 1975-76 training also became an important method of disseminating products and capabilities developed through the 211(d) grant.

2. Exploration of potential applications of PASITAM capabilities in the field of agricultural/rural development; health delivery; and the developmental activities of private voluntary agencies.

3. Development of our Documentation and Analysis Center.

4. In-house preparation of practical materials based upon previous sub-grant activities and direct program development efforts, for future use in the design and implementation of technical assistance and other development activities.

By the end of September, 1976, extensive use was being made of a variety of the capabilities developed through the original 211(d) grant--within MUCIA schools (in courses) and at other institutions here and abroad. And PASITAM was engaged in contractual training activities funded for $329,000 for the period October 1, 1976--September 30, 1977.

In addition to the completion of work on still-pending projects (chiefly publications), PASITAM was at the end of this reporting period embarking upon a study of the prospects for continuance beyond June 30, 1977, when the 211(d) grant expires. During the year AID and MUCIA had agreed to an extension of the time-period of the grant, previously scheduled to end on April 27, 1976.

C. Detailed Report

1. General Background and Description of Problem
2. Purpose of the Grant
3. Objectives of the Grant (including review of objectives)

The 1974-75 annual report contains a detailed statement. Rather than repeat this material here, a copy of pages 4-9 of that report are appended.

4. Accomplishments During 1975-76

(a) Within MUCIA:

Courses and Related Instructional Activity: The 1974-75 annual report noted more than eleven courses and seminars at three MUCIA schools which had developed out of the 211(d) grant. During the past years several other courses were presented at Indiana and Wisconsin:

At Indiana University:

(1) Political Science Y669, Spring semester: Graduate Seminar on the Analysis of Policy Making in International Politics; Systematic Evaluation of Development Activities. Professor Francis W. Hoole.

(2) Political Science Y490, Spring Semester: Senior Seminar: Systematic Evaluation of Social Action Programs (with emphasis upon international development activities). Professor Francis W. Hoole.

These two courses were outgrowths of Hoole's work under a PASITAM grant for field studies of quasi-experimental design and systematic evaluation.

(3) Experimental Course X419, Spring semester: Introduction to World Food and Agricultural Production. Visiting Instructor Warren Henegar.

(4) Political Science Y663: Political and Administrative Development: World Poverty, Food Needs, and the Aims of Agricultural and Rural Development. Professors Siffin and Morgan.

The first of these two courses was taught by a local farmer, who has an M.S. in agriculture from Purdue University, has worked for the U.S. Department of Agriculture, and has undertaken personal study tours of agriculture in the Caribbean and Mainland China. The second course, a graduate seminar, was designed to examine actual problems and strategies within a broad conceptual framework.

At the University of Wisconsin/Madison:

(1) Political Science and General Engineering 617, Spring term: Science, Technology and Public Policy in Developing Countries: The Design of Foreign Assistance Projects. Professors Mikol and Dresang.

This course examined relations between technological transfer and social change. It used materials on institution-building, and drew upon the experiences of experts within MUCIA. At the end of the reporting preiod a conference on teaching technical assistance design was about to be held at Wisconsin, with PASITAM support. One aim was the evaluation of the Mikol/Dresang course.

(2) A new graduate program, the MSIE (Master of Science in Industrial Engineering) in Human Systems, was announced at Wisconsin in the fall of 1975. This is an interdisciplinary program, "dedicated to increasing the quality of working life and productivity through the study of human sciences and systems design." Of course PASITAM cannot claim credit for this program; but one of the faculty members involved was H. Peter Delp, an assistant professor of Industrial Engineering who has been substantially involved in PASITAM activities; and it appears that some of the thinking embedded in the program has been influenced by PASITAM.

At Purdue University:

From time to time during the year PASITAM materials were used in a year-long interdepartmental faculty seminar on modernization.

PASITAM was also involved in a variety of Consortium activities, including:

(1) The MUCIA Group on Appropriate Technology, a multidisciplinary group of about 12 representatives of the Consortium schools. During the past year it explored the prospects of establishing a MUCIA program in this area. We prepared a memorandum on some basic considerations about "appropriate" technology which was circulated within the group and among the presidents of the MUCIA schools.

(2) A MUCIA Group Concerned with Health Delivery Project Design. We drafted a "strategy paper" entitled "Design, Implementation and Evaluation of Health Delivery Projects," to state some of our assumptions and trigger comments and suggestions. This was used as a basis for a conference, January 26, 1976, attended by representatives from all the MUCIA schools, AID, CARE, the American Public Health Association, and Harvard University. Better sector analysis, and improved design and evaluation of health projects were among the problems emphasized by the group. During the spring and into the summer we continued to explore possible activities in cooperation with MUCIA's Rural Health Panel; but by the year's end we had not achieved closure on any firm agenda of action.

(3) A group to plan a possible Agricultural/Rural Development Panel. Prior work in PASITAM projects, notably by Richard Blue and associates, by Betru Gebregziabher,&Burton Swanson, explored some of the organizational and managerial problems of planning, designing, and implementing programs and projects in this broad field. Staff studies, which included a paper on "Administrative Problems and Integrated Rural Development," added to our awareness of some of these problems. Along with that, we encountered an extensive ms. by Earl Kulp. It laid out an integrated set of techniques and principles for designing and implementing productivity-oriented development projects for peasant farmers. The ms. raised some interesting questions, and offered the prospect of meeting a large need. We therefore convened a "pre-panel" group in December, 1975, to review the Kulp material and to consider broader issues of organizing and managing agricultural/rural development. Representatives from Wisconsin, Minnesota, Michigan State, and Indiana, plus an individual from the Office of Agriculture in AID's Technical Assistance Bureau participated. We concluded that it would be useful to develop and disseminate the Kulp material, and to keep alive for the future the idea of establishing a working panel concerned with organizational and managerial problems of agricultural/rural development. We also participated in a MUCIA conference on rural development, in March, 1976.

(4) During the year we also met from time to time with MUCIA's Higher Agricultural Education Committee.

(5) Finally, we have been actively involved in the broad effort, within MUCIA, to design a broad five-year program for the Consortium, a program which might be able to generate foundation support. This planning effort was proceeding under the leadership of the Consortium's new Executive Director, John Murdock, at the end of the reporting period.

In summary, our involvements and effects within the Consortium have been substantial and varied. We have also been building rosters of information on certain kinds of talent available from among the member schools. Between September, 1975, and September, 1976, the number of MUCIA faculty and staff who receive our Newsletter grew from 364 individuals to 656. Most of the increase stemmed from individual requests. We draw upon MUCIA personnel in our training activities and in the development of training materials concerned with the analysis, design and implementation of technical assistance. Other consortia are being organized to work in international development, but MUCIA remains unique, because of its long experience, and because it contains an organized component, PASITAM, engaged in the marshalling, analysis, synthesis, and application of knowledge to serve important needs in the field of development.

(b) Knowledge Development and Dissemination:

Here the two primary activities are publications and training. Some consultancy services were also provided.

The Program of Advanced Studies in Institution-Building and Technical Assistance Methodology was justified by a need to increase certain kinds of capability, in order to strengthen technical assistance and other development efforts. PASITAM's charter was broad and ambitious, but it contained few instructions for how to proceed. The program got off to a confusing start; more than a year had passed before the strategy which has guided our efforts began to take form.

The crux of that strategy was to identify a set of practical concerns and problems of institution-building and technical assistance methodology. The integrating theme in this strategy is the concept of design: A crucial requirement of technical assistance is the design of effective systems of action to serve developmental aims. Design efforts often involve institutional development or institutional change. And design seldom stops when implementation begins; in technical assistance implementation is for many practical purposes a continuing aspect of design.

It became clear that many of the important design problems involve organization and management, far more than technology. The organizational and managerial facets of technical assistance efforts are often exquisitely complicated, and useful knowledge about how best to handle them is limited. Therefore PASITAM has focused many of its efforts upon enlarging the supply of such knowledge.

Once the general outlines of a strategy were shaped, we set out to involve various MUCIA faculty, along with some graduate students, in work on projects with two related aims: to enlarge their own expertise through their project work, and to generate knowledge which might also be used by others.

We knew that some of these projects would fail to produce the sort of reports we wanted. Even so, the efforts might add competence within MUCIA.

We knew, too, that successful projects--those which generated useful reports--would often require some kind of "translation" in order for the results to be useful to outsiders. We therefore decided that program development activity, involving a direct-hire staff and outside consultants, could best provide such translation, and link it with supplemental knowledge from other sources.

The first phase of our program, to begin knowledge-building projects, was followed by a second one: the synthesis, supplementation, and adaptation of knowledge to fit the needs of prospective users.

Some of those users exist within MUCIA. As noted, PASITAM materials and ideas are used in a number of courses. Other key users are persons and organizations engaged in technical assistance and development.

So the third phase of our program is the dissemination of knowledge-products to outside users.

At the end of the 1975-76 year, PASITAM's efforts are concentrated on phases two and three. Some knowledge development work remains to be completed. Substantial dissemination is occurring. And an effort is underway to try to fund the continuance of our analysis/synthesis/dissemination efforts beyond June 30, 1976. Our training contracts assure us of some means to continue dissemination, but our base is not yet secure: resources to support the monitoring of knowledge developments, for producing and maintaining materials, and for some forms of dissemination, have not yet been obtained.

Publication, 1975-76

(1) Design Notes. During the year we produced nine Design Notes.* None is longer than four pages. Each addresses a topic of importance in some

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*PASITAM Design Notes:

No. 1, "How Administrative Arrangements Can Influence Program Outcomes," Paul Cunningham.

No. 2, "Effect of Training Programs on Work Behavior," Paul Cunningham.

No. 3, "A Management Information System Model for Multi-Purpose, Multi-Method Rural Development Projects," Wm. J. Siffin.

No. 4, "Targeting as a Tool of Program and Project Design," Wm. Siffin and Paul Cunningham.

No. 5, "Technology Transfer and the Gatekeeper Function," Paul Cunningham.

No. 6, "How Uncertainty Affects Decision Making," Paul Cunningham.

No. 7, "An Agricultural Management Information System: Lessons from Masagana 99," Russell Stout, Jr.

No. 8, "Designing Organizations to Increase Reliability and Minimize Error," Paul Cunningham.

No. 9, "Shinyalu: Credit for Small Rural Businesses," Richard Ramey.

aspect of technical assistance. The format is designed to meet the needs of practitioners--people with little time to read, with too much paper to handle, but with an interest in "lessons" and findings that might be useful. Four hundred and sixty-three copies of our first note were distributed to 55 persons in AID, 53 individuals in MUCIA, 159 foreign recipients, and to other potentially interested individuals.

In September, 1976, 1410 copies of our most recent note were mailed out. The growth of about 1000 recipients resulted almost entirely from direct requests. Current distribution includes 294 foreign addresses, 432 AID personnel, 100 copies distributed internally by the UNDP, another 160 distributed by Church World Service, a private voluntary organization engaged in both humanitarian and developmental assistance, and 80 copies distributed internally by CARE. Unsolicited requests for individual Design Notes, for a place on our mailing list, and for other PASITAM materials averaged about 70 a month at the year's end.

In the summer of 1976 we completed an arrangement by which PACT (Private Agencies Collaborating Together Inc.) translates our Design Notes into Spanish and distributes at least a hundred copies to organizations within Latin American and Caribbean countries. PACT is "hoping for at least a multiplier effect of five from each one" note distributed. We are currently exploring the possibility of a similar arrangement to provide for Portuguese translation and dissemination.

From correspondence we know that individual notes are being used in courses and in training programs. One unsolicited testimonial from a professor of agricultural economics states: "I've been making use of a number of PASITAM Newsletters and Design Notes items in my classes on program planning and implementation here. Student response(mostly AID Participants and former Peace Corps Volunteers) has been very favorable. I plan to refer to such items as further reading in the short course on project planning that I'm now preparing for USDA. The concise, single-topic nature of the Design Notes fits such teaching situations very well,and a number of my students have been able to make interesting applications and adaptations to analogous problems right here...."

At the end of September we began a survey of all our recipients, to obtain more systematic information about the use of this material, as well as our Newsletter.

(2) The PASITAM Newsletter. In September 1975, as part of phase 3 we began a monthly newsletter (recently converted to bimonthly, partly because of the sheer costs of printing and postage). Over the course of a year distribution has grown from an initial mailing of 722 to 2573, almost entirely in response to requests. More than a third of the copies go directly or indirectly to foreign recipients.

The Newsletter serves several purposes: Each issue presents substantive information about some important ideas or issues, as well as a brief review of a relevant book. The newsletter announces other PASITAM products. And

it provides information about sources of technical assistance expertise, initially within the seven MUCIA schools.

The survey of our readership, to be conducted in October, 1976, will give us useful information about the value of our Design Notes, Newsletter, and other material. In a world too full of paper--our Documentation and Analysis Center itself now receives 137 newsletters from development organizations--we have no desire to add to the load of paper. Our survey should enable us to cull our mailing list.

(3) Other Publications. During the year we published:

Amy Mann, ed., Institution Building: A Reader. This 149 page volume updates the general literature on the subject and presents lessons from experience with the IB perspective, all of them written by individuals with practical experience. The volume also contains two brief case studies. Four of the sixteen contributors are persons from LDCs. About 150 copies have been distributed in response to requests.

Burton E. Swanson, Organizing Agricultural Technology Transfer: The Effects of Alternative Arrangements. This comparative study of the training strategies of IRRI and CIMMYT offers lessons about the results of different approaches. Approximately 240 copies have been requested, and this influential material is being used in a number of courses and training efforts. A summarized version has been accepted for publication in the FAO Journal of Training for Agricultural and Rural Development, and ten copies of the original report were requested by the head of the NAS World Food and Nutrition Studies Project. During the year Swanson also became a consultant to that project.

Burton E. Swanson, Regional Agricultural Production Programs: Training and Design Strategies. This work builds on the base of the above-cited study, and focuses on the problem of training field research and extension workers. About 150 copies have so far been distributed.

Michael J. Moravcsik, Science Development: The Building of Science in Less Developed Countries, second edition. The first printing of this stimulating study of institution-building in science was exhausted within a year. A strong demand remained, as the book was reviewed in several journals. Derek de Solla Price, Avalon Professor of the History of Science at Yale, called the volume "...a prime classic in the field of science in developing countries...." About eight hundred copies have been distributed free, upon request, to individuals and organizations in LDCs. Two hundred were purchased for distribution by UNESCO and USIA.

Our program also produced the following items:

"Private Voluntary Organizations and Appropriate Technology," published as part of a report of the Agency for International Development pursuant to Section 107 of the Foreign Assistance Act: Proposal for a Program in Appropriate Technology, Committee on International Relations, 94th Congress, 2nd Session, July 27, 1976, pp. 78-113.

A. Allan Schmid and Ronald C. Faas, "A Research Approach to Institutional Alternatives in the Administration of Agrarian Development Programmes," Agricultural Administration, vol. 2, 1975, pp. 285-305. This paper is a product of the PASITAM grant to Richard Blue, Gary Wynia, Brian Coyer, and Allan Schmid, for a study of factors involved in the design of agricultural development projects.

(4) Currently Unpublished Materials.

During the year a number of unpublished papers have been added to our stock. Some of them have been made available for limited distribution in offset form. Others are being developed for issuance during 1976-77. A few will remain unpublished.

Francis W. Hoole, "Evaluating the Impact of International Organizations," plus three other chapters on program evaluation. A complete, six chapter ms. on Systematic Evaluation is expected by the end of December, 1976, and a publication is anticipated before June 30, 1977.

Earl M. Kulp, materials on analysis, planning, and implementation of peasant agriculture projects. A book, Designing and Managing Basic Agricul-cultural Programs, is in press, scheduled for issuance in November, 1976.

Walter Schaefer-Kehnert, "Approaches to the Planning of Agricultural Projects," translated from German by Mrs. Arlene Hall of our staff. This brief but perceptive paper will be issued as a Design Study in the winter of 1976-77.

Harbans Bhola, "The Grammar of Artificial Action," and "Institutional Approaches to Innovation and Change: The Configurational Perspective on Institution Building." We currently have no plans for publication of these materials, prepared under a PASITAM grant and being used as course materials by Prof. Bhola.

Brian Loveman, "Thinking About Development and Institutional Design." This 200 page ms., a second-order product of the Ostrom-Hennessey project of a few years ago, will probably be issued as a Design Study in the spring of 1977. (No other publishable materials emerged from the Ostrom-Hennessey project.)

Burton E. Swanson, "The Interplay of Research Strategies and Institutional Requirements in Technology Transfer: The Case of Potatoes." The draft has been circulating for clearance and refinement. Final disposition has not yet been determined.

Wm. J. Siffin, "Institution Building: Feasibility and Techniques," will be published by the United Nations Division of Public Administration and Finance. Two other papers, "Administrative Problems and Integrated Rural Development," and "Evaluating Alternative Models and Strategies of Management Training," have been discussed in conferences and circulated in offset form.

Peter Delp, A. Thesen, et al, a manuscript on "Systems Tools for Development Design." A volume is being prepared for publication in the winter of 1976-77.

Richard A. Blue, et al, papers on "Analyzing Agricultural Projects." Key findings are incorporated in the above-cited publication by Schmid and Faas.

Russell Stout, Jr. and Jonathan Bendor, chapters on "Management or Control? The Organizational Dilemma." We expect to issue a book-length publication, suitable for use in courses and training programs, in the spring of 1977.

Brian L. Job, "Quasi-experimental Design Methodologies and Their Applicability to Foreign Assistance Projects." Being revised following review. Publication as a Design Study in the spring, 1977, is anticipated.

(5) Past Unpublished Materials.

PASITAM projects have produced a number of unpublished papers and reports. Some aren't worth publishing. Others are under consideration or being revised. In some instances, findings have been applied in other activities. As of September 30, 1976, these items included:

Lewis H. Thornton, "Organizational Change: A Bolivian Case Study." Following extensive reviews and critique of a draft, the material has been returned to the author for revision. An acceptable and timely ms. will be published in the spring, 1977.

Peter Delp, "Systems Approaches to Developmental Design." This material, a product of the Delp-Thesen project, will be issued as a complement to the volume on Systems Tools, if it is properly revised for publication by the spring of 1977.

Martin E. Abel, "A Note on the Role and Management of Public Enterprises in Developing Countries." Draft 1/26/72.

_____, "Irrigation Systems in Taiwan: Management of a Decentralized Public Enterprise." Preliminary Draft 5/21/75.

Martin E. Abel and L. Hurwicz, "Policies and Principles Underlying the Economic Decision Making in Public Enterprise." 11/30/73

H.S. Bhola, "A Policy Analysis of Nonformal Education: The Case of Bolivia." Working Draft 3/75.

_____, "Power: The Anchor of Stability, the Lever of Change (Notes Towards a General Theory of Being and Society). Working Draft 7/75.

_____, "The Grammar of Artificial Action." Working Draft 8/75.

_____, "Institutional Approaches to Innovation and Change (II): The Configurational Perspective on Institution Building." 4/76.

Dennis L. Dresang, "Ethnic Politics, Representative Bureaucracy and Development Administration: The Zambian Case."

_____, "State Capacity and National Leadership: the Foreign Policy of Malawi."

Vincent Ostrom, "Order and Change amid Increasing Relative Ignorance: An Inquiry into the Relationship of Knowledge, Decision Making and Organization."

_____, "Organization." First Draft.

_____, "Culture, Science and Politics."

David F. Roth, "Strategies of Rural Change in Asia: Towards Policy Optimalization." 3/72.

_____, "Philippine Rural Development: The Case Study of an Incremental Policy Strategy." 5/73.

Burton E. Swanson, "The International Wheat Technology Development and Transfer System." 3/25/75.

_____, "The Interplay of Research Strategies and Institutional Requirements in Technology Transfer: The Case of Potatoes." Draft 4/25/75.

_____, "Impact of the International System on National Research Capacity: the IRRI and CIMMYT Training Programs." Draft 7/25/74.

_____, "The CIMMYT Wheat Training Program."

_____, "Research Training at IRRI."

Training

Training is a prime means of delivering and applying capacities developed through the 211(d) grant.* Under contract with AID, PASITAM is conducting a series of two-week Analytical Skills Workshops, chiefly for field personnel. The object is to provide skills and understanding to help strengthen operation of the Agency's programming process. Extensive use is made of materials and concepts developed in the 211(d) grant effort. Materials include products of the Delp-Thesen project, PASITAM Design Notes, and packages of supplemental materials developed by our staff and Documentation and Analysis Center. Materials generated by AID are also important components of the

*The head of AID's Development Studies Program, Dr. Richard Blue, came to the Agency's attention through his involvement in one of our projects.

Workshop. Following the first field Workshop in Manila, July 11-23, 1976, the late Garnett Zimmerly, Director of the Philippine AID Mission, wrote Deputy Administrator Murphy: "The attached views of USAID Manila participants indicate unanimous satisfaction with the seminar-workshop. The organization and content of the program, in terms of both the material covered and the quality of presentation, are regarded as superior in almost every respect.... In view of the success of the first seminar in Manila, we would like to suggest that another one be held here in January or February 1977. We have a number of additional people on our staff who would benefit greatly...."

A set of the materials used in this Workshop has been delivered to the Office of Development Administration, Bureau of Technical Assistance (except for the color videotape elements of nine training modules, which are available from the Manpower Development Division).

Prospects for further development of PASITAM's training efforts will be examined in 1976-77.

During 1975-76 three individuals also made extensive use of our "Training Environment."

The PASITAM Training Environment combines talents and facilities to allow individuals (or small groups) to engage in studies, ranging from a few days to a few months, tailored to their distinctive needs. The key to the arrangement is the existence of a resident professional staff, our Documentation and Analysis Center, and access to a wide array of MUCIA resources.

Mr. Miguel Araujo of the staff of the Inter-American Institute of Agricultural Sciences spent two months at PASITAM in the fall of 1975, studying regional approaches to small farmer development efforts prior to returning to his position at IICA.

Dr. Suck-Hong Oh, associate professor of public administration at Seoul National University, spent approximately two months in residence during the year, including a study-tour of several campuses arranged by us. Dr. Oh, sponsored by the United Nations, undertook an intense sabbatical program with guidance from our staff, to update his knowledge of the literature of management administration in preparation for writing Korean-language textual materials.

Dr. Emmanuel Andah, member of the faculty of the college of agriculture, University of Ghana, spent about three weeks with us, as part of a study tour arranged by the U.S. Department of Agriculture with some advisory assistance from us. His objective: to identify and acquire materials for a two-year graduate program in agricultural management, starting at the University of Ghana in October, 1976. Our Documentation and Analysis Center assisted him in finding and acquiring about a hundred items. Dr. Andah is desirous of using the Kulp book as soon as it appears. Dr. Andah prepared the final report of his study tour at our headquarters, which reproduced and distributed it. The document is a valuable source of information about the current state of U.S. training in agricultural management and development.

During 1975-76 PASITAM also conducted a series of informal colloquia at its headquarters, featuring individuals working on various developmental subjects, including PASITAM projects. These included:

Brian L. Job, University of Minnesota: "An Approach to Teaching Evaluation Techniques to Development Practitioners."

C.G. Mutiso, University of Nairobi. "Problems of Design: Attacking Development Problems in the Marginal Areas of Kenya."

Maria Chan Morgan, doctoral candidate, Stanford University, "Reorganization of the Countryside and Socialization of Agriculture in the People's Republic of China."

Dr. Somsakdi Xuto, Rector, National Institute of Development Administration, Bangkok Thailand. "Development Activities at NIDA."

Brewster Grace, American Universities Field Staff, "Current Problems and Progress in Thai Agriculture."

Marcus F. Franda, American Universities Field Staff, "Foreign Aid Dependency in Bangladesh; Relief, Rehabilitation, or Development?"

PASITAM's Training Environment, as well as its Documentation and Analysis Center and its publication activities, have been established with 211(d) funding and Indiana University support. Their continuation beyond June 30, 1977 will be determined by the availability of finances not yet in hand.

Consultancy

As an organization like PASITAM establishes an identity it receives a variety of requests for assistance. During the past year we have been asked in more than a dozen instances to identify talent or provide names of possible candidates for a variety of TDY assignments, or longer-term duties. Sources of requests range from field offices of AID to contracting organizations, foundations, and international agencies. To help meet this demand our Documentation and Analysis Center has undertaken an effort to build rosters of names of potential candidates for such assignments.

During 1975-76 we also provided consultative assistance to the work of upgrading AID's Program Design and Evaluation Seminar. In January, 1976, we were told that about 90% of our recommendations had been accepted.

We have no full record of miscellaneous consultancy services. Those noted include:

Review for TAB's Office of Urban Development of a research proposal (a rather poor one) in which USAID El Salvador had expressed an interest.

Advice to the Rockefeller Foundation, and help in its efforts to explore possibilities for improving management training and education in LDCs.

Informal explorations with a private voluntary organization, Heifer Project International, of possible ways to strengthen their own evaluation efforts.

Technical assistance to the UN's Division of Public Administration and Finance, in planning and implementing a broad study of institution building in LDC public administration (including preparation of the above-cited paper on "Institution Building: Feasibility and Techniques").

Contribution to a conference sponsored jointly by the Ghanaian Council for Scientific and Industrial Research and the Natural Resources Program of the University of Arizona (including preparation of the above-cited paper on "Administrative Problems and Integrated Rural Development").

Contributions to a workshop sponsored by the Food Institute, East-West Center, on the subject of "Implementing Public Programs in Agriculture."

Informal discussions with a member of the staff of AID's Office of Science and Technology, concerning the evaluation of two institutes--KIST and ICAITI.

Critical assessment of a paper drafted by the President of the Agricultural Development Council, in which he set out guidelines for the evaluation of international intermediaries for agricultural technology transfer.

Informal discussions with the evaluation officer for AID's Latin America Bureau, concerning the use of indicators in project design and evaluation.

Review of a draft manuscript on "A Management Science for Agriculture," prepared at the Food Institute, East-West Center.

Assistance to the University of Michigan Center for Research on Economic Development, in identifying bibliographic material concerning the evaluation of the impact of rural development programs.

Our Documentation and Analysis Center also responded to a variety of other requests for information. They include such items as: providing information on educational technology transfer to a university researcher; telling an individual from Zaire where he might get samples of high lycene corn and find individuals with technical expertise on the subject;furnishing information to the Indian Institute of Management/ Bangalore on campus design; etc.

Program Development--Private Voluntary Organizations (PVOs)

During the year we explored possible ways and means by which PASITAM might develop capability to assist PVOs engaged in technical assistance. A staff paper was prepared: "Expanding the Roles of Private Humanitarian Agencies in Development Assistance: Manpower and Management Issues." This was circulated extensively to voluntary agencies, engendering an array of useful comments.

Catholic Relief Services circulated the statement to its executives, regional directors, and development assistants for comments. Church World Services requested 75 copies for internal distribution. Technoserve, another PVO, invited us to become a member.

As a consequence of our activities, quite a number of PVOs are using PASITAM materials. CARE distributes 60 copies of our Design Notes to its program staff in New York and overseas. It recently used Design Note No. 4 as part of the basis for changing its use of the concept of "targeting" in the organization's project development procedure.

Church World Service distributes 160 copies of our Newsletter to its staff, mostly overseas.

More than 60 other PVOs receive our Newsletter and Design Notes. A number have expressed an interest in obtaining assistance from us. And, as noted earlier, we prepared a brief study for AID on the role of these organizations in developing and disseminating "appropriate technology," primarily because of our knowledge of these organizations.

Through questionnaires and interviews we have systematically collected information on American PVOs engaged in international technical assistance. At the year's end, our documentation included data about 78 of these organizations, including program descriptions, reports, and related matter.

In the summer of 1976 we began explorations with the Lilly Endowment on the possibility of building on this base, developing within PASITAM a "Center of Expertise" on the roles and functions of PVOs as instruments of international technical assistance and development. No conclusive developments had occurred by the end of this reporting period.

Conclusion: Where We Stand As of September 30, 1976

PASITAM has become a distinctive and worthwhile entity, engaged in identifying, generating, synthesizing and helping apply knowledge to some of the facets of technical assistance and development. This knowledge provides a better understanding of various problems of design, and the potential for the improved analysis, planning, and implementation of development efforts.

PASITAM derives both its strength and its weakness from its marginal position. It stands on the margin between a powerful group of distinguished academic institutions and a set of action-agencies; it provides bridges across that margin between producers of academic knowledge and users of practical knowledge.

The weakness of the organization stems from another dimension of marginality: in a world where the focus of funding and action are upon technologies and organizational domains, PASITAM does not neatly fit the conventional patterns of programming and funding. Nor does its label signify very clearly its utility. In essence, our concerns with design translate into an emphasis upon sound organization and effective management. These concerns are properly marginal--they are aspects of interests in strengthening agriculture, improving health, controlling population, and harnessing education to development. Yet it is the inability to deal with these marginal concerns which causes projects to be perverted and goals to be unfulfilled.

In essence we stand in a somwhat ambiguous and uncertain position as of September 30, 1976. By June 30, 1977, we shall have more than fully met the intents and expectations of the 211(d) grant which has been a major source of our support. But large needs for the building--and using--of "capability" will remain. That capability should take the form of utilitarian knowledge about organization, management, and design for development. This knowledge can be used in many places, if and as it exists. But we do not see any other organization taking up the task in which we have been engaged, in the manner in which we have proceeded.

So part of our effort in the months ahead will be directed to an exploration of funding possibilities. As of September 30, 1976, we have contractual support for our chief training effort, a sum of $140,000 of 211(d) for a final year's operation, and exceptionally generous assistance from Indiana University, in the form of facilities and related support valued at $100,000 per year. To continue beyond next June 30, we shall, at the least, have to match this amount with funds to support analysis/synthesis/documentation/dissemination.

*Note: The following pages are reproduced from our 1974-75 annual report, pp. 4-9.

C. Detailed Report

1. General Background and Description of Problem

The experience of the Agency for International Development through the 1960's indicated that there were both needs and opportunities for strengthening the quality of technical assistance efforts, including the efforts to establish or modify "institutions" as instruments for development. It was assumed, too, that these needs and opportunities could be served, at least in part, through academic resources.

Agency concerns were stimulated by a number of studies of past experience with institution-building efforts, particularly in the field of agriculture. Thus, by contract, AID undertook a massive review of experience in the development of institutions for agricultural education, research, and service in many parts of the world. This study of institution-building marshalled a variety of lessons from experience and suggested in some quarters the need for improved knowledge of institutional design and development. The Agency also undertook a comparative study of its experience with the development of agricultural extension services in the Andean countries. This study indicated, among other things, that existing knowledge about institution-building strategies was limited in its power to guide successful institution-building technical assistance efforts. Also, other studies--notably including the Spring Review of such topics as land reform and cereals--reinforced convictions that (a) institutional aspects of technical assistance efforts are matters of great importance, about which more knowledge is needed; (b) that there are related needs for practical knowledge of other aspects of technical assistance methodology; and (c) that these needs would be better addressed through a 211(d) grant than through additional research.

During 1970 the import of these assumptions was examined inside and outside the Agency and exploratory discussions were begun with the Midwest Universities Consortium for International Activities. In April, 1971, a grant of $1,000,000 was made to MUCIA for a Program of Advanced Study in Institution Development and Technical Assistance Methodology (PASITAM).

2. Purpose of the Grant

The general intent of the grant is to establish a program "to strengthen the expertise of the Midwest Universities Consortium for International Activities in institution building and technical assistance methodology." The end-of-project status indicators are, in essence:

(a) the existence of a set of materials that can be used in training and education that addresses key factors involved in institution building and the design and implementation of technical assistance efforts.

(b) the existence of a training and educational capability, within MUCIA and elsewhere in collaborative institutions, to address program concerns.

(c) the existence of practical tools of demonstrated use in institution-building technical assistance efforts;

(d) the existence within MUCIA of consultative capability that can be applied to institution-building technical assistance efforts as a consequence of this program;

(e) the existence of a documentation and analysis center capable of providing selected and evaluated information pertaining to the concerns addressed in this program; and

(f) an on-going set of linkages with institutions engaged in technical assistance, and in training, education, and research pertaining to institution-building technical assistance, through which useful knowledge is generated, disseminated, and and applied.

3. Objectives of the Grant

The basic aim of the grant is to strengthen competence within MUCIA to:

(a) Perform R & D work concerning the process of institution building;

(b) Perform R & D work concerned with adapting the experimental method to technical assistance;

(c) Perform R & D work leading to better working relations between technical assistance advisors and their counterparts, and to better selection and training of technical assistance personnel.

The grant also anticipates the dissemination and application of the results of capability-building efforts, through educational activity within MUCIA, through training, publications, and consultancy services.

The grant objectives include the collection, cataloging and dissemination of relevant research findings.

Review of Objectives: The original statement of objectives reflects a large array of concerns, ranging from the most general (e.g., development of advanced models of the instituion-building process) to the highly particular (e.g., "comparing the effectiveness of various approaches to the selection of technical assistance personnel"). The objectives were initially matched with a projected $4,000,000 budget. Although the objectives were generally unmodified, the budget was not. Grant objectives were translated into a series of eleven categories of program activities, and a five-year plan of action was sketched. After about a year and a half, MUCIA arrangements for managing the program were reorganized. Current efforts emphasize studies of aspects of the process of institution building, the application of the experimental method, the training of technical assistance (and other development) personnel, and the strengthening of analysis as a key ingredient in technical assistance methodology. The following table summarizes the current status of relationships between initial objectives and program focus:

Initial Grant Objectives,
as Indicated by the Program Stated in the Grant Document,
Compared With Current Program

Initial Program Aim	Current Program Aim and Activity
1. "Study the Process of Institution-Building"	General studies have been undertaken. But most of our efforts reflect the fact that the IB process must be "disaggregated" in order to produce practical knowledge. Relatively general studies include: The preparation of a Reader on institution building; the Ostrom-Hennessey seminar on the analysis and design of institutions; the work by Siffin and associates on problem-solving approaches to the design and implementation of development efforts; and the Loveman-Ostrom work on "Thinking About Development and Institutional Design." Institution-building perspectives have been applied in case studies, including Bhola's work in education, Betru's study on CADU, the Thornton study of Organizational Change in Bolivia, and in some unpublished and externally published papers listed elsewhere in this report. The Moravcsik study of Science Development is an important IB contribution in a particular field.
2. Adapt the scientific experimental method to the special requirements of technical assistance and incorporate the adaptation into the design of technical assistance projects.	Significant work has been done. Publications are forthcoming, and some results have already been applied. A major activity is a project conducted by Professor Brian Job at Minnesota and Professor Frank Hoole at Indiana. Job has prepared a paper, "Quasi-Experimental Design Methodologies and their Applicability to Foreign Assistance Projects." It is currently under review and scheduled for publication in the winter of 1975-76. Hoole is preparing a parallel study, based on examination of the work of multi-lateral technical assistance agencies. Job has provided consultancy service to AID's evaluation office, and a module for the Development Training Program of AID's Manpower Development Division. An "Evaluation Panel" of MUCIA scholars is being developed. This panel is scheduled to assess an evaluation strategy developed for AID by a private contractor. (in October, 1975). PASITAM has been asked to explore with AID's evaluation office in PPC and the Office of Science and Technology in TAB the possible design of a comparative evaluation of two institutions for technology transfer, one

Initial Program Aim	Current Program Aim and Activity
	in Korea and the other in Latin America. All these efforts involve application of the "scientific experimental method." Given the nature of a 211(d) grant, no direct action has been taken to "incorporate the adaptation into the design of technical assistance projects."
3. Researching relationships and patterns of interaction between technical assistance personnel and their local counterparts.	One PASITAM project analyzes aspects of this objective, as do three case studies. The Bhola case, the Betru case, and the Thornton case offer lessons about aspects of advisor-counterpart relations. Swanson's analytical work presents findings about the effects of certain patterns of relationships between technical assistance personnel and host country trainees. (The now defunct Methodology Division of TAB had mounted certain studies of advisor-counterpart relations, and we did not wish to duplicate them.)
4. Comparing the effectiveness of various approaches to the selection, training, and preparation of personnel.	No work has been done on personnel selection. Signficant work has been done to compare the effectiveness of alternative approaches to training and personnel preparation. The above-cited Swanson project makes significant contributions to knowledge of training as it pertains to institution building and technical assistance methodology. "Preliminary explorations with the Manpower Development Division of AID may lead to redesign of the Division's program of orientation training for contract personnel.
5. Investigating means of incorporating reciprocal arrangements into technical assistance agreements and projects, to promote collaboration.	"Reciprocal arrangements" depend upon ability to reciprocate on the basis of a common level competence. If aid recipients have well-developed capacities to delineate problems and participate in designing responses, collaboration becomes possible. A Number of PASITAM projects contribute to increased analysis and design capacity, and future objectives include collaboration with LDC institutions and training of LDC personnel to help build capacities. (Particularly germane projects include the Delp-Thesen work on Systems Tools for Development, the work of Blue and

Initial Program Aim	Current Program Aim and Activity
	colleagues on the analysis of agricultural projects, the above-cited Job-Hoole work, the Loveman-Ostrom project, and the work of Siffin and associates. Also, Design Note 3 deals directly with techniques of collaboration in the field of rural development.)
6. Development of standards, procedures for socio-cultural analysis of project environments as part of planning.	Several Design Notes scheduled for issuance from October, 1975, address aspects of this aim. The Thornton, Bhola, and Betru cases cast some light on the subject. The Loveman-Ostrom study offers a basis for formulating standards. Most important, the previously cited on-going work on Evaluation addresses important issues concerning standards and procedures for socio-cultural analysis.
7. Systematizing the pragmatic knowledge of and skills in technical assistance processes and relationships achieved by experienced technical assistance advisors and practitioners.	The forthcoming study by Blue and associates examines ways in which pragmatic knowledge and skills are used in developing agricultural projects. The Design Study of Rural Development: The Interplay of Analysis and Action (September, 1975) systematically describes some of the techniques of skilled practioners. An as yet unpublished paper on "the inner environment of technical assistance" presents a systematic framework within which pragmatic skills and knowledge function. It is being reviewed and revised for probable issuance as a PASITAM Design Study.
8. Comparing the effectiveness of various channels and techniques of communication involved in technical assistance.	Swanson's work on the alternative behavioral effects of different techniques of training, bears upon this aim. The PASITAM Design Study: Rural Development: The Interplay of Analysis and Action also examines important techniques of communication. Design Notes present lessons about the effectiveness of various channels and techniques of communication. PASITAM's Analytical Skills Training Program will present a series of techniques for effective communication in technical assistance, and the Delp-Thesen work will also produce valuable materials.

Initial Program Aim	Current Program Aim and Activity
9. Refining evaluation procedures.	Significant contributions are being made and there has been close collaboration with AID's evaluation division. As of September 30, 1975, five PASITAM scholars had participated in AID's Evaluation Seminar. One more participant is scheduled. Informal consultation service has been provided to the division. The Agency's Development Training Program includes a module on design and evaluation produced through PASITAM. A PASITAM paper on "Factors Involved in the Evaluation of Management Training Institutions" has been used in training programs at the Asian Centre for Development Administration, (ACDA), a UN-sponsored regional institution at Kuala Lumpur, and by CAFRAD, the African regional training organization in Tangier. ACDA has published the statement, in Inayatullah, Management Training for Development: The Asian Experience, 1975. Current efforts--the Job and Hoole studies and the work of the PASITAM evaluation panel--will add capacity to design and implement sound evaluation strategies as a key feature of technical assistance. Several memoranda have been prepared for that office, and most were found useful. Design and application of a practical evaluation of institution building for technology transfer is being explored with an office of AID.
10. Analyzing effectiveness of technical assistance selection procedures.	On the basis of examination of procedures for selection of technical assistance contract personnel, we have begun to work with AID, to try to increase the effectiveness of orientation training for such personnel.
11. Evaluating alternative ways of exploiting publications, equipment, and other commodities as aids to technical assistance.	We have devised a distinctive and innovative way of exploiting publication as an aid to technical assistance in the Design Notes initiated this year. The Notes, and the PASITAM newsletter, will be evaluated for effectiveness in April, 1976.

Given the sheer scope of the objectives of this grant, and the program outlined in the grant document for pursuing those objectives, devising a reasonable strategy of action has not been easy. More than a year and a half elapsed before the present program strategy was devised. That strategy has three elements: (1) To undertake analyses to build knowledge about major grant objectives--and thus to also build capabilities within the MUCIA schools; (2) To convert the results of those analyses into useful tools and statements; and (3)to put the results to use--by practitioners outside MUCIA and by scholars within MUCIA, so that capacity building could continue within the Consortium and products could be used externally. At this point, eight months prior to the scheduled terminination of the grant, Phase I is substantially complete, and significant contributions to Phases II and III have emerged.

TABLE I

Distribution of 211(d) Grant Funds and Contributions from other Sources of Funding

Reporting Period 1 October 1975 to 30 September 1976

	211(d) Expenditures			
Grant Objectives	Period Under Review	Cumulative Total*	Projected to 30 June 1977	Non 211(d) Funding Amount
Administration & Program Activities	72,900	343,670	46,450	33,452
Documentation Center	80,880	189,680	39,000	32,433
Research				
Indiana (opr.)	3,950	53,370	1,150	1,596
Subgrants	13,150	252,080	-0-	6,828
Total	17,100	305,450	1,150	8,424
Training	32,170	66,000	7,000	12,997
TOTAL	203,050	905,800	93,600	87,306

*Reflects actual expenditures and reversions

TABLE II - A

211(d) Expenditure Report

Actual and Projected Summary

Under Institutional Grant #AID/csd-2958

Reporting Period: October 1, 1975 to September 30, 1976

	Expenditures to Date		Projected Expenditures	Total
	Reporting Period *	Cumulative Total	Year 6	
1. Salaries & Benefits	146,380	633,735	74,285	708,020
2. Graduate Student Stipends	15,910	47,235	2,625	49,860
3. Consultants	6,290	38,900	1,250	40,150
4. Travel	12,000	108,040	2,940	110,980
5. Equipment	-0-	2,140	500	2,640
6. Materials, Supplies & Publications	22,470	75,750	12,000	87,750
TOTAL	203,050	905,800	93,600	999,400

*Includes best estimates of expenditures through 9/30/76.

TABLE II - B

211 (d) Expenditure Report

Reporting Year Detail

Under Institutional Grant AID/csd-2958
Reporting Period October 1, 1975 to September 30, 1976

I. Salaries

A. Academic

Name	Period of Employment (if not Report Period)	Percentage of Time	Amount
Headquarters:			
William Siffin		61	$ 20,676
Russell Stout		100	15,200
Grafton Trout	10/75 - 5/76	50	6,200
Nancy Garrett	7/76 - 9/76	100	2,617
Dennis Falck	10/75 - 12/75	100	2,688
Linda Bernstein	1 mo.	100	896
Richard Steele	5/76 - 9/76	100	5,500
Marianne Platt		100	11,139
Dan Levin	1 mo.	100	1,167
R. Axel Magnuson	10/75 - 8/76	100	8,582
E. Philip Morgan	10 mos.	100	12,458
Peter Delp	11/75 - 2/76	50	3,332
Lewis Thornton	1/2 mo.	50	696
Subgrants:			
Edwin Wallace (Wisc.)		12	3,204
Edward Mikol (Wisc.)		25	2,544
Dennis Dresang (Wisc.)		25	2,050
Brian Job (Minn.)	1 mo.	25	385
			$ 99,334

B. Other

Library	None		
Clerical			
Barbara Cambron		100	7,252
Anita Ping	10/75 - 1/76	100	1,993
Other Non-Professional (Headquarters)			22,730
Subgrant Non-Professional			698
			32,673

C. Fringe Benefits 14,347

Table II - B
Reporting Period October 1, 1975 to September 30, 1976

II. Student Support	Paul Cunningham (US)	4,674
	Sohrab Shahabi (Iran)	2,806
	Lawrence Platt (US)	1,335
	Richard Steele (US)	2,058
	Abbas Navabi (Iran)	3,292
	Lawrence Ullian (US)	1,154
	David Webber (US)	667
		15,987
III. A. Consultants	Eight Total	6,289
B. Guest Lectures, Visitors, etc.	None	
IV. Travel		
A. Domestic	85 Total	12,001
B. Foreign	None	
V. Equipment	None over $2,500	
VI. Library Acquisitions		800
VII. Publications		12,150
	1 PASITAM Brochure	
	3 Completed Books	
	6 Design Notes	
	9 Newsletters	
	1 Flyer	
VIII. Other (Such as Telephone, Postage, etc.)		8,914

Headquarters Expenditures

	1972-3 (actual)	1973-4 (actual)	1974-5 (actual)	1975-6	1976-7 (budgeted)
Total:	$67,900	124,600	179,000	189,900	93,600
Salaries, Fringes	48,762	76,556	125,056	136,000	71,390

ANNEX D

ANNEX D

Life of project:
From FY 77 to FY 80
Total US funding $525,000
Date prepared: 6 May 77

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Project Title & Number DA Analysis and Information Services No. 1172

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Program or Sector Goal: To contribute to the aims of Policy Determination #69, Feb. 10, 1977 To help increase the effectiveness of AID project design and implementation	Measures of Goal Achievement: Effective completion of AID-sponsored development projects Significant decline in failure of projects because of faulty organization or management	EOPS reports, evaluation studies, other retrospective program documentation	Assumptions for achieving goal targets: Knowledge about organization, management, and problem analysis can be combined with knowledge about technology and environmental conditions, to improve project design and performance
Project Purpose: To provide practical knowledge about problem identification and analysis, and about organizational and managerial factors in development projects To deliver those products to users and potential users To promote and facilitate their use	Utilization of project outputs within AID, by contractors and other intermediaries, and by organizations and persons in LDCs	Distribution and utilization records, and other records showing evidence of demand for and application of products and services	Assumptions for achieving purpose: Effective linkages can be established with AID users, contractors and other intermediaries, and LDC organizations
Outputs: 1. Twenty-seven short practical reports over a three-year period 2. Six workbook/textbook type publications 3. Information services, including talent identification, from a documentation system	Issuance and dissemination of published products Utilization of information service capabilities Usable ongoing DAC	In the case of publications, the products themselves In the case of services, logs, files, and periodic reports Program developed and funded	Assumptions for achieving outputs: Through consultation with AID and others, a product-oriented agenda can be established A demand for information services exists and will grow Grantee recognizes need for ongoing services
Inputs: 1. Approximately 15 person-years of professional and technical staff services, in monitoring, analysis, synthesis and dissemination activities 2. Approximately 2.5 person-years of consultancy and related services 3. Administrative and related support, including supplies, travel, etc.	Budgetary and financial data, physical evidence of the existence and functioning of the relevant organization	Physical observation, examination of financial and other documents	Assumptions for providing inputs: Appropriate talents can be identified and mobilized

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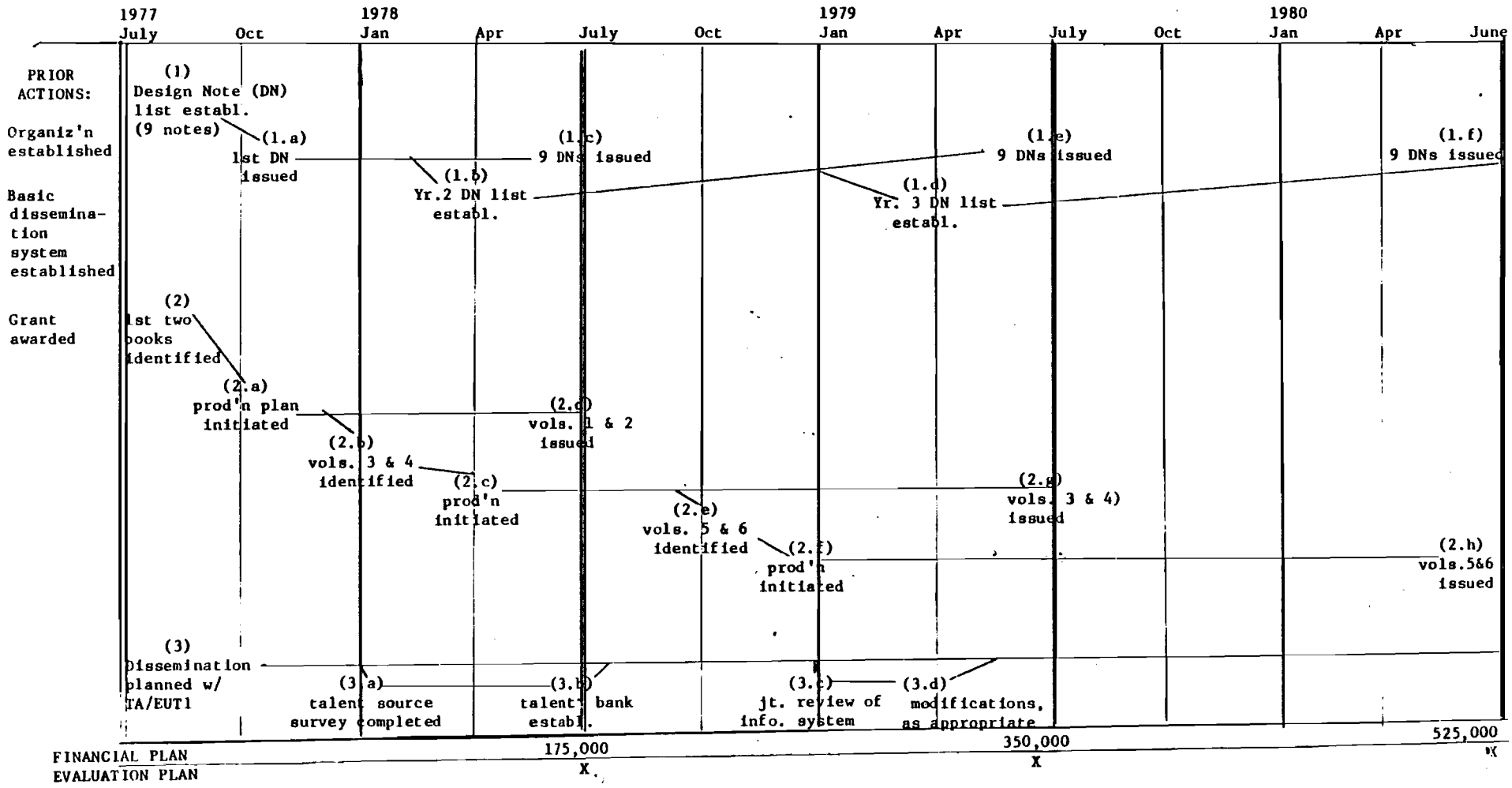
ANNEX E

PROJECT PERFORMANCE NETWORK

Country:	Proj. No.	Proj. Title:	Date:	X Original / Revision	PPT Appr.
Interregional	931 - 1172	DA Analysis and Information Services	5/12/77