

I. PROJECT IDENTIFICATION

<p>1. PROJECT TITLE Selective Analytical Compendium of U.S. Experience in Urban Development</p>		<p>APPENDIX ATTACHED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
<p>3. RECIPIENT (specify) <input type="checkbox"/> COUNTRY _____ <input type="checkbox"/> REGIONAL _____ <input checked="" type="checkbox"/> INTERREGIONAL _____</p>		<p>2. PROJECT NO. (M.O. 1095.2) 93-11-995-993</p> <p>4. LIFE OF PROJECT BEGINS FY <u>1973</u> ENDS FY <u>1974</u></p> <p>5. SUBMISSION <input checked="" type="checkbox"/> ORIGINAL _____ DATE _____ <input type="checkbox"/> REV. NO. _____ DATE _____ CONTR./PASA NO. _____</p>

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMODITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US _____ (U.S. OWNED)			
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY		
											(A) JOINT	(B) BUDGET	
1. PRIOR THRU ACTUAL FY													
2. OPRN FY 73	60	50					10						
3. BUDGET FY													
4. BUDGET +1 FY													
5. BUDGET +2 FY													
6. BUDGET +3 FY													
7. ALL SUBQ. FY													
8. GRAND TOTAL	60	50					10						

9. OTHER CONTRIBUTIONS

(A) NAME OF CONTRIBUTOR	(B) KIND OF GOODS SERVICES	(C) AMOUNT

III. ORIGINATING OFFICE CLEARANCE

<p>1. TITLE: <u>Director</u></p>	<p>TITLE: <u>TA/UDS</u></p>	<p>DATE: <u>Jan. 12, 1973</u></p>
<p>2. SIGNATURE: <i>[Signature]</i></p>	<p>TITLE: <u>Director, TA/UDS</u></p>	<p>DATE: <u>Jan. 12, 1973</u></p>

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

2. CLEARANCES

BUR/OFF.	SIGNATURE	DATE	BUR/OFF.	SIGNATURE	DATE
TA/PM	David G. Mathiasen <i>[Signature]</i>	1/18/73			

3. APPROVAL AAs OR OFFICE DIRECTORS

SIGNATURE: *[Signature]*
 TITLE: Assistant Administrator for Technical Assistance
 DATE: 1/22/73

4. APPROVAL A/AID (See M.O. 1025.1 VI C)

SIGNATURE: _____ DATE: _____
 ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT

A. The Project Goal

1. Goal statement: Current practices in developing countries reflect a tendency to look toward the more advanced countries for models of urban development and to adopt "western" approaches without reservation. The goal of this project is to broaden the perceptions of decision makers in developing countries of the alternative choices open to them in approaches to urban development.

2. Measurement of Goal Achievement: The goal of this project will have been achieved when decision makers in developing countries adopt a constructively critical attitude towards western approaches in urban development, borrowing and building on what is appropriate to their local situations and exploring the many "non western" options that may be more suitable. This is necessarily a long term goal. Incremental success in the short run will be indicated by evidence of critical assessment of western models and conscious development of appropriate other approaches in those countries exposed to project results. Such developments can be monitored through the international information network to be strengthened and encouraged by other TAB activities in this field.

All such change understandably cannot be attributed to this one project. Other activities of AID, other donors, and the developing countries themselves will be encouraging attitudes and perceptions in the desired direction. However, since this is the only known effort

currently being planned which specifically addresses the stated goal, some degree of cause and effect can be attributed to this project.

3. Assumptions about goal achievement. Project success is predicated on the assumption that planners and decision makers in developing countries, given access and exposure to an objective and current analysis of selected U.S. approaches to its urban development, will appreciate and judge better the appropriateness and usefulness of them for their own countries.

B. The Project Purpose

1. Statement of the Purpose. The purpose of this project is to organize and share systematically U.S. urban experience in a manner designed to develop accurate perceptions of its usefulness and applicability in developing countries. Specific perceptions to be addressed are:

(a) The notion held by many Americans that the U.S. has little or nothing to share in the urban development field because it has serious urban problems which have not been overcome;

(b) The widespread tendency in the developing countries to adopt without reservation U.S. or "western" models or patterns of urban development; and

(c) The outdated perceptions held by the many LDC professionals who studied in the USA in prior years but who have not been exposed

sufficiently to subsequent reappraisals, revisions, and redirections in U.S. urban approaches and programs.

Important aspects of the U.S. experience in this context are urban renewal, model cities, costs and benefits of high rise development, new towns, land use, civic participation, urban finance, environmental impact, transportation (urban and inter-urban), and the evolving planning process. Activities in these areas have been subjected to intense scrutiny in the U.S. during the past decade. Once popular approaches have been discredited or severely criticized while in some areas significant new breakthroughs have been achieved or are in process. Collectively they offer an invaluable resource of positive and negative lessons.

A more subtle rationale for sharing systematically this kind of experience is the probability that it will stimulate other countries to do likewise. This would augment the success of the project.

2. End of Project Status.

(a) Planners and decision makers in developing countries have access and are exposed to well organized information on relevant aspects of the U.S. urban experience.

(b) Other countries are sharing information on their own urban development experience.

(c) This information is making a significant contribution to the awareness and selection of a variety of options in LDC approaches to urban development.

(d) AID is in a position to address urban development in the developing countries with an objective survey of U.S. experience as a backdrop.

3. Basic Assumptions.

(a) There is U.S. experience in urban development which can be instructive to developing country planners and decision makers as they seek to address their problems of urban development.

(b) Insights into U.S. successes and failures in urban development can be drawn from the literature and organized systematically without exhaustive analytical research.

(c) Selective presentation of this material in a high quality publication and dissemination through international seminars, field missions and existing information networks are effective means of exploiting U.S. experience for the benefit of developing countries.

(d) Exposure to these insights will advance developing country understanding of urban development.

C. Project Outputs

(1) Kind of Outputs

- a. A systematic, analytical compendium of selected aspects of U.S. domestic urban experience developed and shared widely with developing country institutions and others on international urban information networks.

(2) Magnitude of Outputs (Indicators)

- a. Demand in LDC's for compendium (number circulated and/or requested).
- b. References to the compendium appear in other studies.

- b. U.S. domestic institutions benefit from availability of the compendium and from international feedback stimulated by the project.
- a. Requests for compendium from U.S. domestic institutions.
- b. International reactions and feedback (including similar studies conducted by other countries.)

(2) Basic assumptions about production of outputs.

(a) The purposed compendium will address the widespread LDC interest in and confusion about the U.S. urban development experience. The demand and the need for the information exist and this project will help to meet them.

(b) The compendium will provide a baseline and suggest methodology for study of the urban development experience in other countries. The impact will be sufficient to stimulate other such studies.

D. Project Inputs

1. Kind of Inputs

(a) Two-day design workshop for detailed planning of the scope of work prior to contracting out.

(b) TA/UDS grant to an appropriate institution to carry out the study.

(c) A TA/UDS-sponsored international outreach seminar with heavy LDC participation to diffuse the results of the study and begin circulation of the compendium on an international information network.

2. Magnitude of Inputs (Budget)

(a) Five experts for two-day design workshop -- \$2,000 (Technical Support)

(b) Institutional grant for study -- \$50,000 (Project)

(c) Dissemination workshop -- \$10,000 (Project)

3. Implementation schedule

(a) Design workshop -- March I/II, 1973 (Roman numerals represent week of month)

(b) Contract let -- June IV/July I

(c) Compendium completed -- January I, 1974

(d) Dissemination seminar held -- February IV/March I

4. Basic assumptions about management of inputs

(a) The project approval process will be completed by the end of February 1973 (subject to adverse administrative action in the interim).

(b) There is a U.S. institution available with the competence to produce an objective, systematic accounting of aspects of the U.S. urban experience relevant to the LDC's.

(c) The institution will be able to involve experts from the LDC's on a consultative basis at appropriate stages of the study.

(d) Time required to complete the study and produce the compendium will not exceed six months.

(e) Time required to arrange for and complete workshop will not exceed three months.

E. Rationale

U.S. approaches to urban development have had a sizable impact on the developing countries. In addition to the U.S. being the most urbanized of the major developed nations, the private and public investments in our cities have taken on dramatic proportions in our skyscrapers, urban factories, freeways, loops, beltways, urban renewal, highrise apartments, suburban developments, and urban agglomerations.

These vestiges of our urban development process and the approaches they represent take on an aura of prestige in developing countries and become so bound up with perceptions of modernization and development that they become goals in themselves. This is strengthened by many urban development professionals in developing countries who have received their training here. They have been exposed intensively to certain aspects of our urban development, but not to the benefit of long-term exposure to the dynamics of the process. Many particular approaches have been abandoned as failures, have been altered drastically, or are now in serious question.

For example, during the 1950's, urban slum elimination via the bulldozer approach was au courant and heralded as the answer to some of our most pressing urban problems. This approach came under severe scrutiny during the early 1960's when it was found that, in fact, it only compounded our urban problems. Transition to a rehabilitation as opposed to a clearance orientation took place during the 1960's. This is only one of many recent dramatic revelations and changes in U.S. approaches to urban development.

Other heretofore sacrosanct approaches, such as unbridled highway construction, highrise central city development, and conventional zoning practices, are currently under intense public and professional examination. Yet even as this document is being processed, developing countries are vigorously engaged in replicating many of these approaches. A recent Washington Post news brief from Abidjan, Ivory Coast, is a painful illustration. Entitled "Clean-up in Abidjan," it states that "...the government has launched a campaign to rid this capital city and its suburbs of slum dwellings. The campaign's aim is to present a spanking clean city by next Aug. 7, when the 13th independence anniversary will be celebrated."

Recent knowledge and experience suggest that emulation of some of the most visible models of conventional western approaches should be discouraged, in favor of increased awareness of alternative approaches and options from which to choose the most suitable for local conditions. It is incumbent upon this Agency, as it continues to be involved in urban development and related programming overseas, to help put our urban experience in perspective and overcome the cyclical pattern of repetition in the developing countries of approaches found to be unsuccessful and even counter-productive here.

This is only part of the rationale for this project. Much of what the U.S. has to offer does have value for developing countries. There is benefit from our experimentation with various approaches -- both the favorable and unfavorable results. The fact that we have the perceptions and skills to analyze and evaluate our experience and develop alternative approaches where appropriate is another resource. Unfortunately, many of these potential

resources are hidden or ignored by the substantial publicity and currency given to our persistent urban ills. An atmosphere is created in which the view of many within the Agency is that the U.S. has nothing to offer the developing countries in the urban field. A part of the rationale for this project, therefore, is to help overcome this misconception and illustrate concretely and objectively some of the many educative attributes of the U.S. experience having utility for planners and decision makers in developing countries.

F. Course of Action

1. Implementation Plan.

The essential project activities are listed below. Numbered items are the key or critical path activities; lettered items are the supplementary or supporting activities. Roman numerals after months indicate the week during which the activity is to be completed. A slash between numerals means either/or. (See PERT Plan of Major Tasks, p. 11)

1. PROP Approval -- February II/III, 1973

(a) GTSC Review -- December IV, 1972 January I/II, 1973

(b) PROP revision -- January II/III

(c) Regional Bureau optional comment period -- January III/IV

2. Design Workshop -- March I/II

(a) Initial contact with experts -- January II

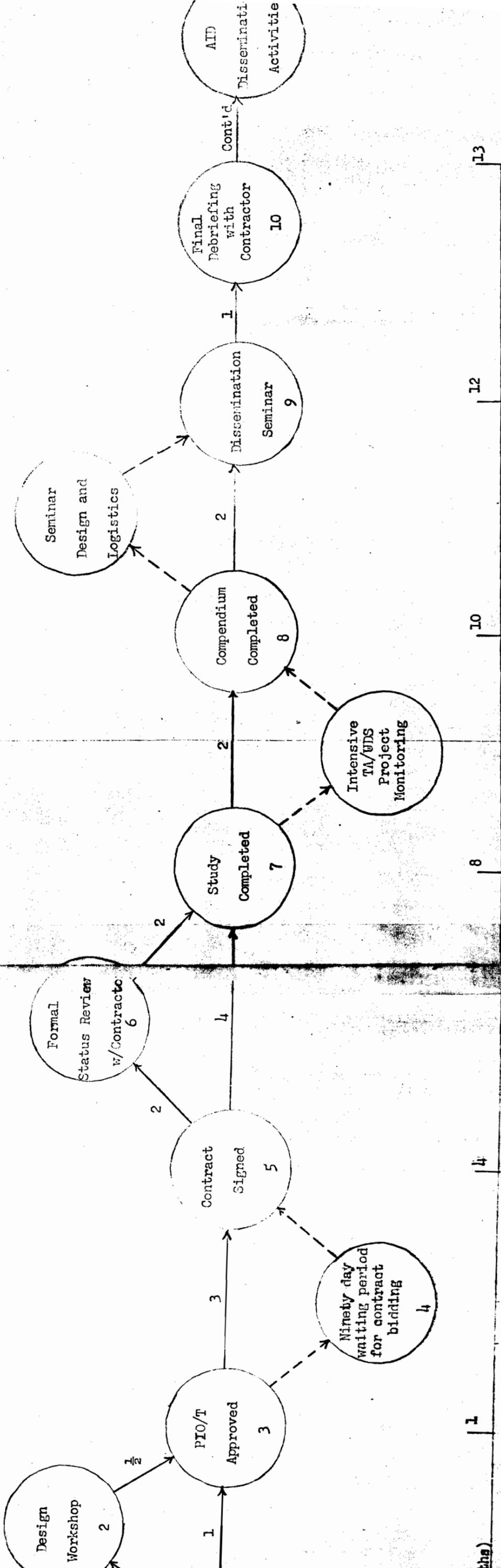
(b) Purchase orders prepared for experts -- February II/III

(c) Working materials for workshop ready and necessary papers

sent to experts -- February III.

3. PIO/T Approval -- March III/IV
 - (a) Rough draft of PIO/T for workshop prepared -- January II/III
 - (b) Equals 2. above -- March I/II
 - (c) PIO/T in final form -- March II/III
4. Begin 90 day contract bidding period -- March IV
5. Contract signed -- June IV/July I
6. First formal status review with contractor - September I
7. Study completed -- November I
8. Compendium completed -- January I, 1974
 - (a) Seminar design -- January II/III
 - (b) Selection of participants -- January II/III
 - (c) Logistical arrangements -- January II/III
 - (d) Invitations to participants -- January III
9. Dissemination Seminar -- February IV/March I
 - (a) Seminar design -- January II/III
 - (b) Selection of participants -- January II/III
 - (c) Logistical arrangements -- January II/III
 - (d) Invitations to participants -- January III
10. Final project debriefing with contractor -- April I

PERT Plan -- Major Tasks



2. Narrative Statement. A design workshop involving from three to five outside experts (depending on availability of key people) will be employed as the principal device for developing a detailed scope of work for the contract. A final PIO/T will be prepared based on the outcome. This approach will insure that the assignment given the contractor will be based on a practical relationship between project purpose and the realities of U.S. experience and resources.

Workshop participants will be drawn from TA/UDS's current network of professional resources. During recent global urban sector analysis, TA/UDS consulted with a wide range of leading U. S. experts on urban development. A small number of these have had broad and intensive involvement in U.S. urban affairs and at the same time have a good working knowledge of urban conditions in developing countries. The latter group will be tapped for contributions to the design workshop. These experts will be given a draft PIO/T for their written reactions, and these will be discussed with them during the small two-day workshop. Services of these experts will be obtained by use of purchase orders.

A number of potential contractors are qualified to carry out this project. For this reason, a normal bidding procedure will be followed. The purposes of the project call for rigorous qualifications. In addition to sufficient knowledge, experience, and background in domestic and international urban development, a potential contractor must have sufficient technical and resource capability that substantive project

work can commence almost immediately. The contractor must have also a domestic and international reputation which insures the quality and acceptance of the results. These requirements will be spelled out fully in the PIO/T documents.

Two months into the contract there will be a formal status review to insure that AID needs (purpose and timing) are being met, including involvement of LDC professionals. This will be preceded and followed by informal monitoring by the project manager.

At the end of four months the study should be completed and a draft of the final report -- the compendium of selected U.S. experience -- should be completed. At this stage, TA/UDS will work intensively with the contractor to insure that the final compendium is consistent with the aims of the project. This phase of the work should take not more than two months and its conclusion will mark the end of intensive effort by the contractor.

The dissemination seminar will be a responsibility of the contractor, but will involve less intensive professional staff time than the earlier stages of the project. TA/UDS and other appropriate AID representatives will work closely with the contractor in working out specific details on invitation lists and other aspects of seminar logistics and content. Great attention will be given to selection of invitees in order to insure a high degree of outreach to developing countries. Preparations for the seminar will take approximately two months, allowing ample time for invitation responses.

TAB - GENERAL TECHNICAL SERVICES
 FY 1974 Interregional Program Budget Review
 Project and Budget Analysis Matrix

Activity: Urban Development Perceptions and Information
 Project Title: Selective Analytical
 Commission of U.S. Experience in Urban Development
 Project Manager: TAM/MS 20200
 Contractor/P.A. Contractor No. 29723
 Contract PASA Extension

Obligations: Begin FY 1973 End FY 1974
 Work Begin FY 1973 End FY 1974
 PROP Status: PROP approved thru FY 1973
 New/Revised Required in FY 1973
 Estimated Submission Date: Jan 1973
 month Year
 Evaluation Schedule

Objectively Verifiable Indicators

- B2. End of Project Status:
- Planners and decision makers in developing countries have access to and are exposed to well organized information on relevant aspects of the U.S. urban experience.
 - Other countries are sharing similar information.
 - This information is making a contribution to the awareness and selection of a variety of options in LDC approaches to urban development.

Narrative

- B1 PURPOSE:
- Organize and share systematically U.S. urban experience in a manner designed to develop accurate perceptions of its usefulness and applicability in developing countries.
 - Overcome the notion held by many Americans that the U.S. has little or nothing to share in the urban development field.
 - Update perceptions of LDC professionals trained in U.S. but lacking access to current development.

Output Indicators:

- Forward in LDC's for compendium (number circulated and/or requested).
- References to compendium appear in other studies.
- Requests for compendium from U.S. institutions.
- Degree of international reactions and feedback.

OUTPUTS:

- A systematic, analytical compendium of selected aspects of U.S. domestic urban experience developed and shared widely with developing country institutions and others on international urban information networks.
- U.S. domestic institutions benefit from availability of the compendium and from international feedback stimulated by the project.

Budget Summary (in thousands of dollars)

All Prior Years Thru FY 1971	(1) Personnel Dollars		(2) MM		(3) Participants Dollars		(4) MM	
	Dollars	MM	MM	MM	Dollars	MM	MM	
Actual FY 1972			XX	XX			XX	XX
Estimated FY 1973	50						XX	XX
Proposed FY 1974			XX	XX			XX	XX
All Other								
Total	50		XX	XX			XX	XX

IMPACT:

- Two day design workshop for detailed planning of scope of work prior to contracting out.
- TAM/MS grant to an appropriate institution to carry out the study.
- A TAM/MS-sponsored international outreach seminar to diffuse study results and begin circulation of broader network.

Important Assumptions and Progress to date

- B3 Assumptions for Achieving Purpose
- Selected aspects of the U.S. experience are relevant for the LDC's, and will advance perceptions of U.S.
 - U.S. successes and failures can be analyzed and organized without exhaustive analytical research.
 - Selective presentation of this material in a high quality publication and dissemination through seminars field missions, and existing information networks are effective means of exploiting U.S. urban experience for the benefit of developing countries.

C3 Assumptions for Achieving Outputs:

- The compendium will address the widespread LDC interest in and confusion about the U.S. urban development experience. The demand and the need for the information exists and this project will help meet them.
- The compendium will provide a baseline and suggest methodology for study of the urban development experience in other countries. The impact will be sufficient to stimulate other such studies.

Terminal Funding Date	(7) Total		(8) Expenditures	(9) June 30 Pipeline
	(6) Commodities	(6) Other Costs		
June 1974		10	60	
June 1974		10	60	

One month after the workshop, a final debriefing will be held with the contractor, signaling the termination of the project in its formal aspects. TA/UDS will continue informal activities aimed at selective, wide distribution and use of the compendium of U.S. experience. Evaluation of these informal efforts will remain a residual project responsibility of TA/UDS and other appropriate elements of the Agency, using criteria noted in earlier sections of this PROP.

B
Draft 2
DF
!ISN 65834

!DOCID PD-ABA-826

!PROJ9 9310263

!PTITLE Selective Analytical Compendium of U.S. Experience in
Urban Development

!ORGL0P 60

Project to advance developing country understanding of different approaches to urban development by providing LDC planners and decisionmakers with an analytic compendium of selected aspects of urban development in the United States, including experiences with urban renewal, finance, and planning; model cities; the costs and benefits of high rise development; environmental impacts; and civic participation.

The project, by providing an objective analysis of U.S. experiences in urban development, aims to combat the tendency in LDC's to adopt U.S./western urban development models without reservation, to correct outdated perceptions of U.S. urban development among LDC professionals who studied in the United States in earlier years, and to overcome the notion held by many Americans that the U.S., with its serious urban problems, has little or nothing to share in the field of urban development. Compendium materials will be disseminated in a high-quality publication and through international seminars, field missions, and existing information networks.

!DESCR /Urban development/ /Urban planning/ /Development strategies/ /Policy analysis/ - /Information dissemination/