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DESK TOP EVALUATION
OF THE
PROGRAM SUPPORT GRANT - SINGLE MEMORANDUM OF UNDERSTANDING
AGRICULTURE

FOREWORD

Evaluation of the Program Support Grant, Single Memorandum of Understanding Agriculture program has been carried out in accordance with a detailed scope of work set forth in the enabling contract. Some redundancy results from close adherence to the contractual guidelines, but repetition has redeeming features. Despite the limitations of a "Desk Top Evaluation," - there were no visits to campuses of participating universities, a reasonably accurate and reliable estimate could be made of the status and prospects of the program.

Strong, supportive cooperation from the international program offices of the universities and the A.I.D. Office of Research and University Relations enabled the evaluation to be conducted with ease and confidence. Discrepancies in reported data, especially with regard to FTE'S, arise from differences in reporting, interpretation, method of calculation and, possibly, to errors; however, the differences are not of sufficient magnitude to alter findings and conclusions nor of sufficient consequence to devote scarce contract time to their resolution. It should be noted that the evaluation was carried out during a transition period in reporting procedures with resulting gaps in data and in delayed receipt of data. Several tables were delayed and were not integrated in the text; they are presented in the Appendix. Also, differences in reporting periods of expenditures compromise the accuracy of comparisons and summaries attempted in several tables.

The evaluator's long association with A.I.D. and U.S. universities in overseas development and his abiding interest and concern for the success of U.S. initiatives, foreign and domestic, are reflected in the evaluation and the recommendations that follow.

Clarence C. Gray III
Fairfax, Virginia
March 15, 1988

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DESK TOP EVALUATION OF THE PROGRAM SUPPORT GRANT -
SINGLE MEMORANDUM OF UNDERSTANDING AGRICULTURE

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I. EXECUTIVE SUMMARY

The Program Support Grant, Single Memorandum of Understanding Agriculture (PSG/SMOU) has been evaluated and is judged highly satisfactory. The evaluation recommends that the program be continued, but with consideration given to making changes in scope, direction and implementation. The changes proposed would: reduce and limit subject matter concentration to existing and needed world-class, centers of excellence and specialization; expand the quid pro quo A.I.D.-university relationship to provide for additional services to A.I.D.; and revise the PSG entitlement formula to provide weight to progress towards achievement of institutional objectives of Title XII. The intent of the recommendations is to build on investments made, sharpen program focus to concentrate on highly rewarding endeavors, broaden and deepen university relationships with A.I.D. program managers in AID/Washington and USAID Missions abroad, recognize and reward the importance and relevance of changes in the universities, and strengthen the rationale and justification for the program. Selected specifics and highlights of the evaluation follow.

Arrangements and support for the evaluation were made by the Office of Research and University Relations (RUR). Officials of the five participating universities - University of Colorado, University of Florida, Purdue University, Utah State University, and Washington State University - helped with identifying and supplying indicators of progress, and helped generally with providing data and clarifying details and issues.

Title XII of The Foreign Assistance Act, as amended, provides the authority and context for the PSG/SMOU program. The Single Memorandum of Understanding documents follow and reflect the objectives and purposes of Title XII and the Agency for International Development and set forth guiding provisions for conducting and measuring sponsored activities. It has been against these objectives, purposes, provisions, activities, four years of operation and expenditures of \$10.06 million that the program has been evaluated.

The evaluation covered the 1986-87 annual reports, work plans for 1988, and an overall assessment of the PSG/SMOU program. Conducted intermittently between December 8, 1987 and March 15, 1988, it was confined mainly to review and

I. EXECUTIVE SUMMARY (Continued)

study of appropriate A.I.D. files and discussions with individuals involved in or knowledgeable of the program. There were no site visits to campuses of participating universities.

Achievements of the program are numerous and notable. Several are cited. An estimated 60% to 70% of expenditures (\$10.05 million in total expenditures comprised of about half A.I.D. and half University matching funds) have been spent in support of on-going and immediately foreseeable A.I.D.-university projects. When viewed from this perspective, A.I.D. has leveraged university funds and services and in the process may have received more than it has contributed. If so, it can be conjectured that it would be difficult for A.I.D. to find a more rewarding, cost effective arrangement. With respect to the universities, there has been a rapid build-up of overseas experience and expertise in faculties. In one year alone, 1986-87, 366 persons had long- and short-term overseas assignments. But, perhaps, the most apparent impact in the universities has been the program's support for centers of excellence and specialization. This development is considered a signal achievement of potentially immense value. Less apparent are predictable, far-reaching, enduring consequences of "internationalization" of curricula and courses.

The principal shortfalls of the program may be interrelated. The failure of A.I.D. to implement key provisions of the SMOU's appears to be directly related to the failure of the universities to achieve targeted, regular employee FTE's. Had A.I.D. carried out provisions providing for annual reviews, forward planning and help to the universities in achieving pledged FTE's, the results may have been quite different.

Calculation of annual payments of the PSG/SMOU is on the basis of volume of business and overseas FTE's of regular university employees. The formula provides an excellent measure of university participation in overseas A.I.D. assignments, but it discounts completely performance and progress toward achievement of Title XII institutional objectives and purposes. Given the program's quid pro quo intentions, A.I.D. and the universities may wish to consider a PSG/SMOU entitlement formula which provides weight for all

I. EXECUTIVE SUMMARY (Continued)

objectives and purposes. Suggested is an adaptation of a private enterprise "retainer fee" concept which could provide for a base flat amount plus participation-incentive increases up to an agreed ceiling. Linked to such a change would be a requirement for the universities to provide specified kinds of services to A.I.D. - up to a ceiling - in the areas of their subject matter concentration at no cost other than travel and per diem.

With regard to the scope and direction of the program, it is recommended that consideration be given to revising program agreements to (1) reduce the number of subjects and/or areas of specialization and (2) focus on those topics and areas of current and expected future demand by A.I.D., with special regard to those which are unusual, unique or highly specialized, not generally available and which require continuing funding to become and/or be sustained as outstanding centers of excellence. Changes in scope and focus should result in lower program costs.

The evaluation report reviews in detail the amounts of monies made available, their uses and their results. It presents and discusses findings and concludes with a set of recommendations.

DESK TOP EVALUATION OF THE PROGRAM SUPPORT GRANT -
SINGLE MEMORANDUM OF UNDERSTANDING AGRICULTURE

II. PROJECT IDENTIFICATION

A. Project Title

"Program Support Grant-Single Memorandum of Understanding
Agriculture"

B. Project Number

931-1282

C. Project Dates (Dates SMOU's signed)

Colorado State University	October 4, 1982
University of Florida	October 26, 1982
Purdue University	April 27, 1983
Utah State University	June 27, 1983
Washington State University	November 25, 1983

D. Project Funding

A.I.D.: Obligations FY 83 - FY 87 (Incl) -	\$5,661,000
Est. Expenditures thru FY 87	\$4,397,000

University Matching Funds (est): thru FY 87 \$5,666,000

Total Est. Expenditures: thru FY 87 \$10,063,000

E. Project Duration

Five years with provision for extension

F. Mode of Implementation

By each university under the provisions of a memorandum of
understanding.

TABLE 1
 PROGRAM SUPPORT GRANT-SMOU AGRICULTURE
 OBLIGATIONS
 THOUSANDS OF DOLLARS BY FISCAL YEARS

UNIV	FY 83	FY 84	FY 85	FY 86	FY 87	Total	Av
CSU	274 ^a	300	300	240	208	1,322	264
UF	102	185	300	240	194	1,021	204
PU	162 ^b	269	203	240	125	999	200
USU	273	300	300	240	208	1,321	264
WSU		250 ^c	300	240	208	998	250
TOTAL	811	1,304	1,403	1,200	943	5,661	
AV	203	261	281	240	189		

* SOURCE: A.I.D. S&T PROGRAM OFFICE

^a DOES NOT INCLUDE A STRENGTHENING GRANT CARRYOVER OF \$126,000

^b DOES NOT INCLUDE A STRENGTHENING GRANT CARRYOVER OF \$93,000

^c DOES NOT INCLUDE A STRENGTHENING GRANT CARRYOVER OF \$50,000

TABLE 2
 PROGRAM SUPPORT GRANT-SMOU AGRICULTURE
 EXPENDITURES OF AID FUNDS BY YEARS

UNIV	THOUSANDS OF DOLLARS BY YEARS					
	1983-84	1984-85	1985-86	1986-87	TOTALS	AV
CSU	222	326	320	287	1,155	289
UF	77	157	148	204	586	147
PU	144	226	242	282	894	224
USU	219	212	333	254	1,018	255
WSU		281	195	268	744	248
TOTALS	662	1,202	1,238	1,295	4,397	
AVERAGE	166	240	248	259		

* Source: Annual Reports of the universities and a supplemental report on 1/7/88.

Notes: Expenditures are reported by years to make comparisons, but actual expenditure periods may differ because of differing fiscal years and dates programs were initiated.

1986-87 expenditures may be estimates.

TABLE 4

PROGRAM SUPPORT GRANT-SMOU AGRICULTURE
EXPENDITURES OF AID & UNIVERSITY FUNDS *

THOUSANDS OF DOLLARS BY YEARS						
UNIV	1983-84	1984-85	1985-86	1986-87	TOTALS	AV
CSU	505	616	628	645	2,396	599
UF	197	314	380	590	1,481	370
PU	310	513	538	589	1,950	488
USU	520	570	776	688	2,556	635
WSU		622	495	563	1,680	560
TOTAL	1,532	2,637	2,819	3,075	10,063	
AV	383	527	564	615		

* Source: Annual Reports of the universities and a supplemental report on 1/7/88

Notes: Expenditures are reported by years to make comparisons, but actual expenditure periods differ because of differing fiscal years and dates programs were initiated.

1986-87 expenditures may be estimates.

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III. PURPOSE AND METHODOLOGY

¹
A. Purpose

"The Single Memorandum of Understanding is in its fourth program year and requires a desk top evaluation. This evaluation will help A.I.D. determine the future direction of the program more specifically. The evaluation will provide the following information.

o Findings and recommendations useful to deciding the future direction of the SMOU program.

o A report on the SMOU evaluation provided to the Regional Bureaus.

o Feedback to the universities through the BIFAD board meeting and regional workshops."

B. Methodology

1. Secure evaluation information from AID files. Check file data against university records and reconcile differences where possible.

2. Secure a consensus as to appropriate indicators and measures for assessing the PSG/SMOU Agriculture. In this connection, on January 7, 1988, a meeting was held in SA 18 with representatives of the PSG/SMOU universities, S&T Research and University Relations and BIFAD. Participants are given in Attachment G. Agreement on appropriate indicators as shown in Attachment A was reached, and each university representative agreed to provide a report following the format of Attachment A. The reports of the universities are given in Attachments B, C, D, E, and F.

3. Secure historical and current information, views and impressions of former and present A.I.D., BIFAD and university officials with regard to the PSG/SMOU Agriculture.

¹
As stated and provided by Gary W. Bittner, S & T Office of Research and University Relations.

2. Review and assess data and information against objectives/purposes, activities, use of funds, period of operation and other criteria as may be appropriate. Summarize findings, draw conclusions/lessons learned and make recommendations.

**DESK TOP EVALUATION OF THE PROGRAM SUPPORT GRANT-
SINGLE MEMORANDUM OF UNDERSTANDING AGRICULTURE**

IV. FINDINGS

A. Review and Evaluation of Annual Reports and Work Plans for 1986, and Indicators of the Impact

1. Colorado State University (CSU)

**a. Uses of funds by objectives 1986-87 and 1988;
Obligations and Expenditures**

Table 5 summarizes the uses of A.I.D. and CSU funds for 1986-87 and proposed for 1988. There is a substantial decrease in proposed total expenditures for 1988 -- down to \$495,000 from \$645,800, a decrease of \$149,800 or 23%. This decrease is due to a reduction of \$49,400 in A.I.D. funds and a reduction of \$100,400 in CSU funds. Most of the funds -- 81% in 1986-87 and 75% for 1988 -- have been or will be spent for On-going and Immediately Foreseeable activities. The amount for Core Faculty rises from \$22,000 in 1986-87 to \$40,000 in 1988, an increase of 81%. There were no expenditures for Language Training in 1986-87 and none planned for 1988.

A.I.D. and university matching funds, as reported, have been used appropriately for the accomplishment of the PSG/SMOU objectives and purposes.

For the period FY 83 through FY 87, \$1,322,000 in A.I.D. funds have been obligated to CSU -- Table 1. In addition, a carryover from a previous Strengthening Grant increased the availability of funds by \$126,000. A.I.D. expenditures for the period 1983-84 through were \$1,155,000 Table 2.

c. Relation of Selected Indicators to SMOU Objectives

<u>Objectives</u>	<u>Indicators</u>
Strengthened Partnership with A.I.D.	o Volume of Business has averaged \$4.16 million 1983 thru 1987 and long-term FTE's averaged 20.9 for the same period.
Human Resource Development	o CSU faculty: PSG/SMOU support to 49 persons, 40 of whom have been on one or more overseas assignments.

TABLE 5

COLORADO STATE UNIVERSITY

USES OF FUNDS BY OBJECTIVES 1986-87 AND PROPOSED 1988

1000'S OF DOLLARS

OBJECTIVES	EXPENDITURES 1986-87 REPORT			PROPOSED BUDGET 1988 WORKPLAN			% CHANGE 1988
	AID	UNIV	TOTAL	AID	UNIV	TOTAL	
ON-GOING & IMMEDIATE FOR- SEEABLE ACTIVITIES	223.9	317.7	541.6	175	195	370	-32
ANTICIPATED	46.0	36.1	82.1	43	43	86	- 5
CORE FACULTY	17.5	4.6	22.1	20	20	40	+81
TOTALS	287.4	358.4	645.8	238	258	496	-23

SOURCE: FOURTH ANNUAL REPORT 1986-1987, COLORADO STATE
UNIVERSITY, SEPTEMBER 1987

Objectives (Cont)

Indicators (Cont)

Human Resource
Development

- o CSU Students: PSC/SMOU support for 26 individuals, of whom 11 have had overseas assignments with CSU/A.I.D. projects
- o an average of 17 persons/yr participated in French and Spanish language training.

Strengthened
Institutions

- o Ministry of Irrigation, Egypt: CSU has had a presence in the Ministry since 1975; PSC/SMOU funds used for support of faculty and students directly involved in CSU/Egypt projects.
- o CATIE, Turrialba, Costa Rica: PSC/SMOU funds used to enable CSU experts provide assistance in watershed mgmt to Govt of Costa Rica.

Focus on LDC
Problems

- o PSC/SMOU and CSU matching funds used to help establish the Colorado Institute for Irrigation Management (an all-university unit).
- o PSC/SMOU funds used to support core faculty to offer seven regular and 15 short courses adapted to LDC student needs.
- o PSC/SMOU funds used to increase international involvement of teaching, research, and extension programs in forestry and natural resources.

Responsive
University
Resources

- o During the period 1983-87, 32 proposals were submitted involving 106 long-term and 400+ short-term LIE's.

c. Evaluation of the 1986-87 Annual Report and Work
Plan for 1987-88

Activities conducted during 1986-87 and planned for 1988, as reported, are judged to be satisfactory and

consistent with and supportive of the objectives and purposes of the CSU PSC/SNOB.

d. Continued funding of the CSU PSC is recommended.

A. Review of Annual Reports for 1986-87, Work Plans for 1988 and Indicators of Impact (Continued)

2. University of Florida (UF)

a. Uses of Funds by Objectives 1986-87 and 1988: Obligations and Expenditures

Table 6 gives the uses of A.I.D. funds in 1986-87 and proposed uses in 1987-88. Expenditures planned for 1987-88 are projected to be \$341,400, an increase of \$137,100 or 67% over the \$204,300 spent in 1986-87. Practically all of A.I.D. funds in 1986-87 were used for On-going (53%), Immediately Foreseeable (13%) and Anticipated (33%) activities. For 1987-88, there are changes in the use of A.I.D. funds: On-going (24%), Immediately Foreseeable (10%), Anticipated (10%), Core Faculty (12%), Administrative Services (7%) and Other (16%). The University of Florida reported \$385,002 in Matching Funds and their uses in the 1986-87 Annual Report; however, it was not possible to relate the uses reported to the format in Table 6.

A.I.D. and university matching funds, as reported, have been used appropriately for the accomplishment of the UF PSG/SMOU objectives and purposes.

Obligations of A.I.D. funds for the PSG/SMOU University of Florida have amounted to \$1,021,000 through FY 87 -- Table 1. Expenditures of University Matching Funds were \$65,000 for the same period -- Table 3. Combined expenditures of A.I.D. and University funds were \$1,481,000 -- Table 6. University of Florida Matching Funds represented 60% of total expenditures.

b. Relations of Selected Indicators to SMOU Objectives

Tables 7 and 8 attempt to relate the University of Florida's participation in A.I.D. activities as indicated by Volume of Business, FTE's and Numbers of faculty/staff to subject matter concentration as stated in the SMOU. The tables record the country or area of activity. Also attempted is breakout of FTE's by regular university and non-regular employees as given in the Annual Report for 1986-87.

The tables show that the University of Florida's

TABLE 6

UNIVERSITY OF FLORIDA

USES OF AID FUNDS BY OBJECTIVES 1986-87 AND 1987-88
1000's of Dollars

OBJECTIVES	EST EXPENDITURES 1986-87 REPORT			PROPOSED BUDGET 1987-88 WORKPLAN			CHANGE
	AID	UNIV	TOTAL	AID	UNIV	TOTAL	
ON-GOING ACTIVITIES	121.5	96.0	217.5	151.9	165.0	316.9	+99.4
IMMEDIATELY FORSEEABLE	28.6	26.2	55.0	33.0	50.0	83.0	+28.0
ANTICIPATED	74.7	52.5	127.2	34.0	50.0	84.0	-43.2
CORE FACULTY	16.7	0	16.7	42.5	0	42.5	+25.8
ADM SERVICES	16.7	14.4	31.1	25.0	15.0	40.0	+ 8.9
OTHER		0		55.0		55.0 ^b	+55.0
TOTALS	258.4 ^b	189.1	447.5	341.4 ^c	280.0	621.4	+173.9

^a SHORT COURSE DEVELOPMENT \$25,000
COMPETITIVE GRANTS/FACULTY \$30,000

^b INCLUDES \$16,437 CARRYOVER FROM PREVIOUS YEARS

^c INCLUDES \$147,384 CARRYOVER FROM PREVIOUS YEARS

SOURCE: ANNUAL REPORT/JULY 1, 1986 TO JUNE 30, 1987
ANNUAL WORK PLAN/1986, UNIVERSITY OF FLORIDA
SPECIAL REPORTS

TABLE 7

UNIVERSITY OF FLORIDA

RELATION OF SELECTED INDICATORS TO SMOU OBJECTIVES 1986

SUBJECT MATTER CONCENTRATION AS STATED IN MOU	PLACE	VOLUME OF BUSINESS 1000'S \$	PERSONS ON AID PROJECTS LONGTERM	
			FTE'S	NO
FARMING SYSTEMS RESEARCH AND EXTENSION	MALAWI	282	0.17	1
	ECUADOR	426	2.42	3
	FSSP/USA	1,910		
HUMID TROPICAL FOOD & LIVESTOCK PRODUCTION	ZIMBABWE	160	1.13	2
	PEANUT CBSP	14		
	USA/TA	33		
	RECOMB DNA	40		
TROPICAL PLANT PROTECTION				
INSTITUTION BUILDING	CAMEROON	2,999	13.60	15
	HONDURAS	18	1.00	1
LOW FOSSIL FUEL ENERGY SYSTEMS				
USAID ROSE	HAWAII	66		
USAID/OIGD/TPA	USA	61	1.00	1
USAID PARTNERANT TNG	USA	60		
TOTALS		6,089	19.32	23
SMOU FTE PLEDGE			14.00	
REGULAR EMPLOYEE FTE'S			7.59 (39.%)	
NON-REGULAR EMPLOYEE FTE'S			11.73 (61.%)	

SOURCE: ANNUAL REPORT/JULY 1, 1986 TO JUNE 30, 1987,
UNIVERSITY OF FLORIDA AND THE AID-UF MOU.

TABLE 8

UNIVERSITY OF FLORIDA

FTE'S/NUMBERS OF PERSONS ON AID PROJECTS LONG AND SHORT TERM
AND
SUBJECT MATTER CONCENTRATION 1986

SUBJECT MATTER CONCENTRATION AS STATED IN MOU	PLACE	STAFF/FACULTY ON AID PROJECTS					
		LONG TERM		SHORT TERM		TOTAL	
		FTE'S	NO	FTE'S	NO	FTE'S	NO
FARMING SYSTEMS	MALAWI	0.17	1			0.17	1
RESEARCH AND EXTENSION	EQUADOR	2.42	3	0.78	8	3.20	11
	FSSP/USA			0.48	7	0.48	7
HUMID TROPICAL FOOD & LIVESTOCK PRODUCTION	ZIMBABWE	1.13	2			1.13	2
TROPICAL PLANT PROTECTION							
INSTITUTION BUILDING	CAMEROON	13.60	15	0.77	9	14.37	24
	HONDURAS	1.00	1			1.00	1
LOW FOSSIL FUEL ENERGY SYSTEMS							
USAID/CICD/IPA	USA	1.00	1			1.00	
TOTALS		19.32	23	2.03	24	21.35	47
FTE PLEDGE SMOU		14.00					
REG EMPLOYEE FTE'S		7.59 (39%)		1.23 (61%)		8.8(41%)	
NON-REG EMPLOYEE FTE'S		11.73 (61%)		0.80 (39%)		12.5(59%)	

SOURCE: ANNUAL REPORT/JULY 1, 1986 TO JUNE 30, 1987,
UNIVERSITY OF FLORIDA

A.I.D. activities in 1986 were directly related for the most part to stated areas of concentration (objectives). Long-term and short-term FTE's were 19.32 and 2.03, respectively, for a total of 21.35. Regular employee FTE's were 8.8 or 41% and non-regular employees were 12.5 or 59% of the total. With regard to numbers of participating faculty/staff, 23 individuals were involved in long-term assignments and 24 in short-term assignments for a total of 47 during 1986.

Activities conducted during 1986-87 and planned for 1988, as reported, are judged to be satisfactory and consistent with and supportive of the objectives and purposes of the UF PSG/SMOU.

c. Selected Indicators of the Impact of the UF PSG/SMOU Agriculture

Attachment B presents a commentary on the impact of the PSG/SMOU prepared by the University of Florida. A summary follows:

Objectives

Indicators

Strengthened Partnership with A.I.D.

- o The VOB (\$6,089,000), FTE's (21.35) and numbers of participating faculty (47) in 1986 are evidences of a strengthened relationship.

Human Resource Development

- o Training of USAID-funded students during 1987: 65 in various degree programs at UF; 20 at other universities thru UF/USAID projects. During the period of the PSG/SMOU,
- o support was provided for 17 research assistantships for U.S. students.

Strengthened Institutions

LDC

- o University Center, Dschang, Cameroon
- o The Escuela Agricola Panamericana, Honduras
- o CATIE, Turrialba, Costa Rico

Univ of Florida

- o Language training in French and Spanish for Faculty.

Objectives (cont)Indicators (Cont)

Strengthened
Institutions

Univ of
Florida

- o Development of a "Center of Excellence" in humid tropical agriculture with special regard to:
 - Integrated pest management
 - Agroforestry
 - Farming Systems Research/Extension
 - Women in Development
 - Other areas being developed:
 - sustainable agricultural systems for humid tropics
 - tropical animal medicine
 - specialized training courses

A.I.D.-
responsive
University
Resources

- o In 1987, six proposals presented; two awarded. Considerable activity and commitment involved in preparation of proposals.

Core faculty

- o PSG/SMOU funds used to develop young faculty/staff.

Focus on
LDC Problems

- o PSG/SMOU funds helped to develop IPM, FSR/E, Agroforestry and WID programs with an LDC/humid tropics orientation.

d. Evaluation of the 1986-87 Annual Report and Work Plan for 1988

Activities conducted during 1986-87 and planned for 1988, as reported, are judged satisfactory and consistent with and supportive of the objectives and purposes of the UF PSG/SMOU-Agriculture.

Continued funding of the UF PSG/SMOU is recommended.

A. Review of Annual Reports for 1986-87, Work Plans for 1988 and Indicators of Impact (Continued)

3. Purdue University (PU)

a. Uses of Funds by Objectives 1986-87 and 1988; Obligations and Expenditures

Table 9 presents the use of A.I.D. and Purdue University funds in 1986-87 and proposed for 1987-88. As projected, there will be a decrease in spending of \$166,100, the difference between \$588,400 and \$422,300. This sharp reduction - 28% - is due to a decrease of \$105,600 in A.I.D. funds and \$70,700 in Purdue University matching funds. Most of the funds -- 80% in 1986-87 and 78% in 1978-88 -- were or will be used for on-going activities. No funds were used for Core Faculty in either 1986-87 or 1987-88. Expenditures for Administrative Services are budgeted to be about the same in both years, \$74,900 vs \$78,400.

For the period of the PSG/SMOU, \$999,000 in A.I.D. funds have been obligated to Purdue University -- Table 1. The University reports expenditures of \$894,000 of A.I.D. funds for the period 1983-84 through 1986-87 -- Table 2. Expenditures of university matching funds for the same period amounted to \$1,056,000; thus, total expenditures for the period were \$1,950,000 -- Tables 3 and 4.

A.I.D. and university matching funds, as reported, have been used appropriately for the accomplishment of the Purdue University PSG/SMOU's objectives and purposes.

b. Relation of Selected Indicators to SMOU Objectives 1985-86.

Tables 10 and 11 show that Purdue University's participation in A.I.D. projects in 1985-86 was closely related to the University's areas of concentration stated in the SMOU. Volume of business for the period was \$3,586,700 and involved 15.77 FTE's of which 11.48 were long-term and 4.25 were short-term. Of the long-term FTE's, 37% were regular employees; 57% of the short-term FTE's were regular university employees.

The Volume of business data revealed no special regional or area concentration-specialization. Purdue's activities were widely distributed -- Middle East, East and West Africa, Southern Europe and the Caribbean.

TABLE 9

PURDUE UNIVERSITY

USES OF FUNDS BY OBJECTIVES 1986-87 AND 1987-88
1000'S OF DOLLARS

OBJECTIVES	EST EXPENDITURES 1986-87 REPORT			PROPOSED BUDGET 1987-88 WORKPLAN			% CHANGE
	AID	UNIV	TOTAL	AID	UNIV	TOTAL	
ACTIVITIES							
ON-GOING	232.0	236.0	470.0	151.9	178.0	329.9	-30
IMMEDIATELY FORESEEABLE	0	0	0	0	0	0	0
ANTICIPATED	20.0	23.5	43.5	5.5	6.5	12.0	-66
CORE FACULTY	0	0	0	0	0	0	0
ADM SERVICES	30.0	44.9	74.9	29.0	49.4	78.4	+5
TOTALS	292.0	306.6	588.4	186.4	235.9	422.3	-28

SOURCE: FOURTH ANNUAL PERFORMANCE REPORT, PURDUE UNIVERSITY

TABLE 10
PURDUE UNIVERSITY

RELATION OF SELECTED INDICATORS TO SMOU OBJECTIVES 1985-86

SUBJECT MATTER CONCENTRATION AS STATED IN MOU	PLACE	VOLUME OF BUSINESS 1000'S \$	PERSONS ON AID PROJECTS LONGTERM	
			FTE'S	NO
PLANT GENETICS, IMPROVEMENT AND PRODUCTION, INCL PEST MGMT & STORAGE, HANDLING OF AGRON, HORT & FORESTRY CROPS	AID/USA	40.0		
	a			
	SEMI-ARID TROPICS	634.0		
	NIGER	1539.1	6.21	8
	b			
	SEMI-ARID TROPICS	111.5		
FARMING SYSTEMS, FARM MGMT AND AGR PRODUCTION ECONOMICS	BURKINA- FASO	209.7	1.67	3
PUBLIC POLICIES, AGR MODERNIZATION, RURAL DEVELOPMENT & INT'L TRADE	MOROCCO	79.7	0.93	1
TROPICAL & SUB- TROPICAL SOILS & OTHER NAT RESOURCES				
HUMAN NUTRITION & HEALTH	EGYPT	277.6	1.0	1
ALTERNATE SOURCES OF ENERGY & ENERGY POLICIES	DOM REP	116.1	1.0	1
ANIMAL PROD & HEALTH				

TABLE 10 (CONT)

SUBJECT MATTER CONCENTRATION AS STATED IN MOU	PLACE	VOLUME OF BUSINESS 1000'S \$	PERSONS ON AID PROJECTS LONGTERM	
			FTE'S	NO
REDSO/WA/PADS	W. AFRICA	70.0		
RURAL POLY INST	PORTUGAL	412.0		
BETTER FRIK C Q		38.5		
ACP EXTENSION	CAMEROON	42.1	0.42	7
AID/USDA/PPTS		15.0		
TOTALS		3586.7	11.48 ^c	15

^a SORGHUM/MILLET CRSF

^b LOW TANNIN SORGHUM

^c REGULAR EMPLOYEES FTE'S 4.3 (37%)
NON-REGULAR EMPLOYEES FTE'S 7.2 (63%)

MOU FTE PLEDGE: 15

SOURCE: FOURTH ANNUAL PERFORMANCE REPORT, PURDUE UNIVERSITY,
AND PURDUE-AID MOU.

TABLE 11

PURDUE UNIVERSITY

FTE'S/NUMBERS OF PERSONS ON AID PROJECTS LONG AND SHORT TERM
AND
SUBJECT MATTER CONCENTRATION 1985-86

SUBJECT MATTER CONCENTRATION AS STATED IN MOU	PLACE	STAFF/FACULTY ON AID PROJECTS					
		LONG TERM FTE'S	NO	SHORT TERM FTE'S	NO	TOTAL FTE'S	NO
PLANT GENETICS, IMPROVEMENT AND PRODUCTION, INCL PEST MGMT & STORAGE, HANDLING OF AGRON, HORT & FORESTRY CROPS	SEMI-ARID TROPICS ⁸	1.55	14	1.55	14		
	NIGER	6.46	8	0.70	10	7.16	18
FARMING SYSTEMS FARM MGMT AND AGE PRODUCTION ECONOMICS	BURKINA- FASO	1.67	3			1.67	3
PUBLIC POLICIES AGE MODERNIZATION, RURAL DEVELOPMENT, & INT'L TRADE	MOROCCO	0.93	1			0.93	1
TROPICAL & SUB- TROPICAL SOILS & OTHER NAT RESOURCES							
HUMAN NUTRITION & HEALTH	EGYPT	1.00	1	0.12	1	1.12	2
ALTERNATE SOURCES OF ENERGY & ENERGY POLICIES	DOM REP	1.00	1	0.02	1	1.02	2
ANIMAL PRODUCTION & HEALTH							

TABLE 11 (CONT)

PROJECTS	PLACE	STAFF/FACULTY ON AID PROJECTS					
		LONG TERM FTE'S	NO	SHORT TERM FTE'S	NO	TOTAL FTE'S	NO
REDSO/WA/PADS	WEST AFRICA			0.40	5	0.40	5
RURAL POLY INST	PORTUGAL			0.84	6	0.84	6
AGRICULTURAL EXTENSION	CAMEROON	0.42	1			0.42	1
USAID/CICD	PORTUGAL			0.19	3	0.19	3
AID/0695				0.14	1	0.14	1
TOTALS		11.48	15	4.29	45	15.77	60
FTE'S REG EMPLOYEES		4.3	(37%)	2.46	(57%)		
FTE'S NON-REG EMPLOYEES		7.2	(63%)	1.83	(43%)		

8

SORGHUM/MILLET CRSP

SOURCE: FOURTH ANNUAL PERFORMANCE REPORT, PURDUE UNIVERSITY,
AND PURDUE-AID MOU

c. Selected Indicators of the Impact of the Purdue University
PSG/SMOU-Agriculture.

Attachment C, prepared by Purdue University, details the judged impact of the PSG/SMOU. Highlights of the report are summarized below:

Objectives

Indicators

Strengthened
partnership
with A.I.D.

- o The PSG/SMOU has enabled Purdue to provide strong research support for the Sorghum/Millet and Bean/Cowpea CRSP's.

Responsive
University
resources

- o Over the five-year period of the PSG, Purdue staff and faculty prepared and submitted 21 proposals which were not funded. With strong support of its faculty, Purdue has invested heavily in preparing proposals to undertake its projects abroad. The PSG/SMOU has enabled Purdue to pursue and sustain its support commitment to A.I.D. programs. The university is capable and willing to double its Volume of Business with A.I.D.

Human
Resource
Development

Language

- o From 1983/84 - 1986/87, PSG/SMOU funds supported 80 person years of language training.
- o 4000 copies of Purdue's Field Glossary of Agriculture Terms (in French and English) have been sold.
- o Special video tapes in French produced and sold.

Graduate
Students

- o U.S. students: 92 person years/ 20 individuals.
- o Foreign students: 131 long-term and 154 short-term.

International
Relationships

- o Two to Three Purdue faculty per year placed on assignments with overseas missions.

Objectives (Cont)

Indicators (Cont)

Human Resource
Development

- o Seminar series each year at Purdue on international development topics and issues.

Strengthened
Institutions

LDC

- o EMBRAPA, Brazil -- national agricultural research institution
- o INRAN, Niger -- the national agricultural institution
- o Ministry of Agriculture, Morocco
- o Sudan and Niger - departments and agencies responsible for sorghum breeding and improvement.

Purdue
University

- o Through the PSG/SMOU promoted and/or achieved:
 - tenured faculty with major international development responsibilities
 - interdisciplinary research and training programs re: insect pests of legumes
 - Agroforestry research and training at Purdue and in the Dominican Republic
 - additional staff in international agricultural development

Core Faculty

- o PSG/SMOU funds used to support tenured faculty involved in A.I.D.-supported international sorghum programs

University
Focus on
LDC Problems

- o research on sorghum and cowpea improvement with special focus on LDC circumstances
- o Research collaboration with international agricultural research center CIAT and IITA

d. Evaluation of the 1986-87 Annual Report and Work Plan for 1986

Activities conducted during 1986-87 and planned for 1986, as reported, are judged satisfactory and consistent with and supportive of the objectives and purposes of the Purdue University PSG/SMOU-Agriculture. Against a pledge of 15 person-years of professional services by "long term

Faculty and staff assignments abroad, Purdue provided 4.4% of the cost of the pledge in 1985-86. There is no indication of assistance by A.I.D. to Purdue in achieving the pledge.

Continued funding of the Purdue University PSG/SMOU is recommended.

A. Review of Annual Reports for 1985-87, Work Plans for 1988 and Indicators of Impact (Continued)

4. Utah State University

a. Uses of Funds by Objectives 1986 and 1987-88; Obligations and Expenditures

Note: This evaluation was carried out during a period of transition in reporting procedures, including revision of reporting format and reporting period. The signals were somewhat confusing with the result that certain needed information was not available when this section was prepared. See Appendix B for data on the uses of funds by Utah State University.

Obligations of A.I.D. funds to USU for the period FY 86 through FY 87 totaled \$1,321,000 as shown in Table 1. Expenditures of A.I.D., USU, and A.I.D plus USU funds during the period were \$1,018,000, \$1,538,000 and \$2,556,000, respectively, as shown in Tables 2, 3, and 4. As reported, the funds have been used satisfactorily for the purposes of the PSG/SNOU program.

b. Relation of Selected Indicators to SMOU Objectives

Tables 12 and 13, which provide data for FY 87, show a high relationship between stated objectives/areas of subject matter concentration and USU's participation in A.I.D.'s programs as indicated by volume of business, FTE's and numbers of faculty involved. USU's specialization and expertise in irrigation engineering, water resources management, arid land agriculture/livestock, and institution building are reflected clearly in the nature and location of contracts received. Total FTE's came to 28.23 and involved 115 persons - an outstanding achievement!

c. Selected Indicators of the Impact of the USU PSG/SNOU-Agriculture

Attachment F, prepared by USU, presents in detail the impact of the program. Highlights are summarized below in outline form:

Objectives

Indicators

Strengthened Partnerships

o VOB's have increased steadily:

1976-78 - \$1.65 million/yr average
 1981-83 - \$3.21 million/yr average
 1984-87 - \$5.10 million/yr average

TABLE 12

UTAH STATE UNIVERSITY

RELATION OF SELECTED INDICATORS TO SMOU OBJECTIVES FY 1987

SUBJECT MATTER CONCENTRATION AS STATED IN MOU	PLACE	VOLUME OF BUSINESS 1000'S \$	PERSONS ON AID PROJECTS LONG TERM	
			FTE'S	NO
NATURAL RESOURCES DEVELOPMENT & MGMT				
IRRIGATION ENG AND WATER RESOURCES	BANGLADESH	32.9		
	ECUADOR	250.0		
	EL SALVADOR	85.6		
	INDIA	98.5		
	PAKISTAN	208.5	1.00	1
	SOMALIA	378.1		
	WORLDWIDE AID CONTRACT	800.6		
ARID LAND AGRICULTURE & LIVESTOCK	BRAZIL	151.6	1.13	2
	DOM REP	7.7		
	ECUADOR	630.2	5.00	5
	JORDAN	43.9	0.46	1
	MOROCCO	15.4		
HUMAN NUTRITION				
TRAINING AND INSTITUTION BUILDING IN EXTENSION, RESEARCH AND EDUCATION	DOM REP	827.3	5.33	8
	EGYPT	76.7	0.88	1
	INDIA	6.8		
	LESOTHO	59.6	1.00	1
	NEPAL	690.1	3.00	3
	WORLDWIDE TRAINING	754.6		
DEVELOPMENT POLICY AND ADMINISTRATION	ECUADOR	29.9		
TOTALS		5,136.0	17.80	22
FTE MOU PLEDGE			18.00	
REG EMPLOYEE FTE'S			12.75	(72%)
NON-REG EMPLOYEE FTE'S			5.04	(28%)

SOURCES: VOB AND FTE REPORTS, UTAH STATE UNIV, 11/5 - 11/6/87
AND AID-USU MOU.

TABLE 13

UTAH STATE UNIVERSITY

FTE'S/NUMBERS OF PERSONS ON AID PROJECTS LONG AND SHORT TERM
AND
SUBJECT MATTER CONCENTRATION FY 1987

SUBJECT MATTER CONCENTRATION AS STATED IN MOU	PLACE	STAFF/FACULTY ON AID PROJECTS			
		LONG TERM FTE'S	NO	SHORT TERM FTE'S	NO

NATURAL RESOURCES
DEVELOPMENT & MGMT

IRRIGATION ENG AND WATER RESOURCES	EQUADOR			4.61	20	4.61	20
	INDIA			0.22	4	0.22	4
	PAKISTAN	1.00	1	0.36	3	1.36	4
	SOMALIA			0.58	5	0.58	5
	WORLDWIDE CONTRACT			2.52	35	2.52	35

ARID LAND AGRICULTURE & LIVESTOCK	BRAZIL	1.15	2	0.06	1	1.21	3
	EQUADOR	5.00	5	0.47	8	5.47	13
	JORDAN	0.46	1			0.46	1

HUMAN NUTRITION

TRAINING AND INSTITUTION BUILDING IN EXTENSION, RESEARCH AND EDUCATION	DOM REP	5.33	8	0.99	10	6.32	18
	EGYPT	0.88	1			0.88	1
	LESOTHO	1.00	1			1.00	1
	NEPAL	3.00	3	0.60	7	3.60	10

DEVELOPMENT
POLICY AND
ADMINISTRATION

TOTALS		17.80	22	10.43	93	28.23	115
--------	--	-------	----	-------	----	-------	-----

FTE NON PLEDGE	16.00						
REGULAR EMPLOYEE FTE'S	12.75 (72%)	4.18 (40%)					
NON-REGULAR EMPLOYEE FTE'S	5.04 (28%)	6.25 (60%)					

SOURCE: FTE REPORT UTAH STATE UNIVERSITY, 11/6/87

Objectives**Indicators****Strengthened
Partnership**

- o FTE averages for the 5 yrs 1983-87:
 - USU - 18.6
 - Non-USU - 15.0
 - total 33.6

**Human Resource
Development**

- o PSG funds have supported:
 - project assistance internships: 2
 - overseas short courses: 4
 - graduate students: 5
 - experiential travel: 5
 - language training: 9
 - special courses: 7

**Strengthened
LDC
Institutions**

- o PSG funds helped USU to increase level and kind of support to long-term A.I.D. contracts:
 - Nepal Inst of Agr & Animal Science
 - Somalia Farm System & Ext 1981-87
 - Egypt Major Cereals Improv 1980-86
 - Dominican Republic Tech Services for On-Farm Water Mgmt 1984-88
 - Morocco Dept of Range Science 1980-85
 - Ecuador Sheep & Dairy Herd Assoc Improvement (private sector) 1985-

**Responsive
University
Resources**

- o The response of the USU's College of Engineering to A.I.D.'s needs during the period of PSG/SMOU has been striking as shown by the increase in VOB of that college: \$1.04, \$1.35, \$1.99 and \$2.48 millions for '83, '84, '85 and '86, respectively.
- o USU' recent proposal responses to RFP's and results/status:
 - successful: 8
 - unsuccessful: 1
 - pending: 9
 - planned: 2

Core Faculty

- o No "core faculty" designations, but USU policy is that each dept should seek ways to extend traditional research, teaching and extension activities into the international arena.
- o More than 100 faculty and staff have had long-term overseas assignments.
- o PSG/SMOU funds have provided overseas exposure to young, promising faculty.

ObjectivesIndicators

University Focus
International
Activities

- o USU participation in international activities and programs has been long and continuous. Until recent years it has been on an informal basis, but in 1981-82 a formal policy was adopted. The result has been a dramatic increase in international activity and VOB.

d. Evaluation of the 1986-87 Annual Report and Work Plan for 1988

The Annual Report for 1986-87 and Work Plan for 1988 for USU were not available because of the mix-up in reporting period and the transition to a revised reporting form. Indicators which were available - VOB, FTE and the special report on impact - support the interim conclusion, pending receipt of required reports, that the program is satisfactory and judged eligible for continued funding.

A. Review of Annual Report for 1986-87, Work Plans for 1988
Indicators of Impact (Continued)

5. Washington State University

a. Uses of Funds by Objectives 1986-87 and 1987-88;
Obligations and Expenditures

Table 14 presents the uses of A.I.D. funds in 1986-87 and proposed for 1988. Total expenditures for the two periods are: \$562,000 in 1986-87 and 609,000 proposed for 1988. In addition to this increase in expected expenditures, there are several projected shifts in the use of funds. For 1986-87, 57% of funds available were used for on-going activities vs 67% proposed in 1988; 22% for Core faculty vs 10% proposed; the other categories of uses are about the same. Tables 2 and 3 show Washington State's matching expenditures for the period totaled \$936,000 against \$744,000 expenditures of A.I.D. funds. WSU's matching expenditures were 56% of the \$1,680,000 in total expenditures.

A.I.D. and university matching funds, as reported, have been used appropriately for the accomplishment of the WSU PSG/SMOU's objectives and purposes.

b. Relation of Selected Indicators to SMOU Objectives

Tables 15 and 16 show the relationship between volume of business, place of business, FTE's and numbers of faculty involved and subject matter areas of concentration for the period 7/1/86 and 6/30/87. The tables show that WSU's participation in A.I.D. projects covers a wide range of subject matter areas; however, there is indication of concentration of activity on agricultural production systems in arid and semi-arid regions. WSU's FTE pledge for the period was 15. FTE's provided came to 13.2 long-term and 5.2 short-term for a total of 18.4. Fifty-two (52) persons were involved.

Activities conducted during 1986-87 and planned for 1988, as reported, are judged satisfactory and are consistent with and supportive of objectives and purposes of the WSU PSG/SMOU.

c. Selected Indicators of the Impact of the WSU
PSG/SMOU

Attachment D presents a statement prepared by WSU on the impact of the WSU PSG/SMOU. Summary extracts from

TABLE 14

WASHINGTON STATE UNIVERSITY
 USES OF FUNDS BY OBJECTIVES
 1000'S OF DOLLARS

OBJECTIVES	EXPENDITURES 1987-87 REPORT			PROPOSED BUDGET 1988 WORKPLAN			1988 % CHANGE
	AID	UNIV	TOTAL	AID	UNIV	TOTAL	
ACTIVITIES							
ON-GOING	127	196	323	190	219	409	+27
IMMED FORE- SEEABLE	12	46	58	34	29	63	+9
ANTICI- PATED	21	35	56	5	62	67	+20
CORE FACULTY	107	18	125	62	0	62	-50
ADMIN SERVICES	0	0	0	0	0	0	
OTHER				8		8	
TOTALS	267	295	562	299	310	609	+8

TABLE 15

WASHINGTON STATE UNIVERSITY

RELATION OF SELECTED INDICATORS TO SMOU OBJECTIVES FY 87

SUBJECT MATTER CONCENTRATION AS STATED IN MOU	PLACE	VOLUME OF BUSINESS 1000'S \$	PERSONS ON AID PROJECTS	
			FTE'S	NO
INSTITUTIONAL DEVELOPMENT	PAKISTAN	131.0	1.0	1
	SOMALIA	7.3		
	USA (LAPIS)	53.6		
	YEMEN	87.2	1.0	1
AGRICULTURAL PRODUCTION (SYSTEMS ORIENTATION) ARID AND SEMI-ARID REGIONS	EGYPT	49.1	0.5	1
	JORDAN	1,777.5	4.9	12
	KENYA	159.2	1.0	1
	LESOTHO	278.3		
	MALAWI	265.2	2.3	3
	SUDAN	26.0		
	TANZANIA	197.7		
	TUNISIA	5.8		
	TURKEY	3.1		
	USA/FLORIDA	27.1		
	INTEGRATED RANGE-LIVESTOCK & CROP-LIVE- STOCK SYSTEMS	MALI	98.9	0.8
CROP PRODUCTION SYSTEMS				
LAND & WATER USE/MGMT/CONSV	PAKISTAN	107.6	0.7	1
FOOD/AGR POLICY ECONOMICS & INT'L TRADE	ZIMBABWE	99.7	1.0	1
AG RESEARCH * HUMID TROPICS	GUATEMALA	123.4		
	PHILIPPINES	34.3		
* NOT IN MOU	TOTALS	\$3,532.0	13.2	22
SMOU PLEDGE			15.0	

SOURCES: VOB AND FTE REPORTS AND MOU AID-WSU

TABLE 16

WASHINGTON STATE UNIVERSITY

FTE'S/NUMBERS OF PERSONS ON AID PROJECTS LONG AND SHORT TERM
AND SUBJECT MATTER CONCENTRATION FY 1987

SUBJECT MATTER CONCENTRATION AS STATED IN MOU	PLACE	STAFF/FACULTY ON AID PROJECTS				TOTALS		
		LONG TERM FTE'S	NO	SHORT TERM FTE'S	NO	FTE	NO	
INSTITUTIONAL DEVELOPMENT	PAKISTAN	1	1			1	2	
	SENEGAL			0.1	2	0.1	2	
	SOMALIA							
	USA							
	YEMEN	1	1	0.2	2	1.2	3	
AGRICULTURAL PRODUCTION (SYSTEMS ORIENTATION)	CAMEROON				1	0.1	1	
	EGYPT	0.5	1	0.3	3	0.8	4	
	JORDAN	4.9	12	2.7	25	7.6	37	
	KENYA	1.0	1	0.1	1	1.1	2	
	ICARDA				X	X	1	
	LESOTHO			0.5	2	0.5	2	
	MALAWI	2.3	3	0.4	4	2.7	7	
	SUDAN			0.1	2	0.1	2	
	TANZANIA			0.2	2	0.2	2	
	TUNISIA							
	TURKEY							
	RANGE-LIVESTOCK & CROP-LIVE- STOCK SYSTEMS	MALI	0.8	1	X	2	0.8	3
	CROP PRODUCTION SYSTEMS							
	LAND & WATER USE/MGMT/CONSERV	PAKISTAN	0.7	1	0.4	2	1.1	3
FOOD/AGR POLICY ECONOMICS & INT'L TRADE	ZIMBABWE	1.0	1			1.0	1	
SUB-TOTALS		13.3	22	5.1	49	18.4	71	

TABLE 16 (CONT)

SUBJECT MATTER CONCENTRATION AS STATED IN MOU	PLACE	STAFF/FACULTY ON AID PROJECTS					
		LONG TERM FTE'S	NO	SHORT TERM FTE'S	NO	TOTALS FTE'S	NO
AG RESEARCH IN HUMID TROPICS*	GUATEMALA PHILIPPINES			0.1	3	0.1	3
* NOT IN MOU							
TOTALS		13.2	22	5.2	52	18.4	74
SMOU PLEDGE		15.0					

SOURCES: FTE REPORT/ANNUAL REPORT, WASHINGTON STATE
UNIVERSITY

that statement follow:

Objectives

Indicators

Strengthened Partnership

- o For the period 1982-1987 (Incl), averaged \$5.741 million VOB/yr and 19.83 FTE's/yr.
- o USAID has made use of WSU's:
 - Plant Viral Disease Diagnostic Center
 - Animal Disease Biotech Unit
 - Int'l Development Library
 - Agroforestry Consortium

Human Resource Development

- o PSG/SMOU funds used to increase effectiveness and relevancy of short- and long-term training at WSU. LDC students assisted: 30 degree and 56 non-degree. USA grad students assisted: 10.
- o PSG/SMOU funds used to help provide 16 language and disciplinary courses WSU personnel.
- o Existing courses strengthened and "internationalized" in the depts of Ag Ec, Rural Soc, Hort, and Forestry/Soils thru PSG/SMOU.

Strengthened Institutions

- o PSG/SMOU funds have enabled WSU to cooperate with and provide assistance to a large, group of institutions and nations:

LDC

- ICRISAT - Agr Communications
- ICIPE - Tsetse Fly research
- ICRAF - Agro-forestry planning
- ILRAD - Veterinary research
- Jordan - Nat'l agr research
- Kenya - Animal health
- Lesotho - Agr research planning
- Malawi - Research Ctr Library
- Senegal - Farming systems R&D
- Yemen - Library personnel trng

WSU

- o PSG/SMOU funds used to help improve faculty disciplinary and managerial capabilities with regard to participation in A.I.D.

Objectives**Indicators**

**Strengthened
Institutions**

activities. "Liaison faculty" designated in 15 core WSU academic depts; a variety of workshops, seminars and symposia provided for faculty and students.

**A.I.D. Responsive
University
Resources**

o WSU has responded to 19 RFP's with proposals; received 7 contracts; unsuccessful on 7; short-listed on 2; 3 are pending.

**Focus on LDC
Problems**

o Each year 15 WSU depts incorporate international dimensions into their annual plans.
c Active Central Administration support for international programs.

**Long-term
Relationships with
LDC Institutions**

o Continued involvement with Jordan since 1973; ILRAD since 1974; Sudan since 1979.

c. Evaluation of the 1986-87 Annual Report and Work Plan for 1988

Activities conducted during 1986-87 and planned for 1988, as reported, are judged to be satisfactory and consistent with and supportive of objectives and purposes of the WSU PSG/SMOU-Agriculture.

Continued funding of the WSU PSG/SMOU is recommended.

IV. FINDINGS

B. Evaluation of the Program Support Grant/SMOU-Agriculture

Title XII of the Foreign Assistance Act, as amended, provides the authority and context for the PSG/SMOU-Agriculture program. The SMOU's (see Attachment G for an example of an SMOU) set forth several, related purposes: "... facilitate the further development of an efficient and effective long-term partnership and working relationship between the University and AID. ... provides for joint development of a forward planning mechanism which projects the levels and kinds of services for long-term participation by the University in AID programs ...quid pro quo that will assure the university continuity of involvement in a longer term setting, and will assure A.I.D. of a more qualified, responsive, and effective university resource with greater capacity to support A.I.D.'s Title XII programs on a sustained basis ..."

The SMOU's indicate that "Forward planning will include identification of opportunities in terms of Title XII projects, programs of work of individual faculty, and research and training in order for A.I.D. and the University to achieve the levels and kinds of services which may be required." The SMOU's are specific with regard to subject matter concentration, measure/indicators of participation (i.e. VOB's and FTE's), uses of A.I.D. funds, university matching requirements, and Program Support Grant (PSG) levels and their calculation. Further, there are provisions which outline how A.I.D. may assist the universities achieve pledged levels of support.

It is against the foregoing general and specific provisions of the SMOU's, as amended, that the PSG/SMOU-Agriculture has been evaluated. Special attention has been given to an assessment of the program's effectiveness, efficiency, impact, sustainability and selected considerations as requested by the STT's Office of Research and University Relations.

Effectiveness. In assisting the five universities build and/or increase and sustain capacities to assist A.I.D. in subject matter disciplines and specialized areas set forth in the SMOU's and in other areas not specified in the SMOU's, the PSG/SMOU program has been highly effective. Certain existing and growing "centers of excellence" and areas of

special or unique competencies in the five participating universities have been beneficiaries of PSG/SMOU funding. Volume of Business reports show there have been direct, positive relationships between these special competencies (i.e. the things the universities pledged to do) and contracts received (i.e. what they have done or are doing on behalf of A.I.D.).

University reports describe and document at length activities and institutional initiatives and changes which clearly are designed to provide A.I.D. with a more qualified, responsive and effective resource with greater capacity to support A.I.D.'s Title XII programs on a sustained basis." There is no question about it, the PSG/SMOU has had a strikingly evident, salutary impact on building and/or improving capacity within the universities, while securing increased support for ongoing A.I.D. programs.

In 1966-67, an estimated 70% of A.I.D. funds budgeted or spent by the five universities was for on-going and immediately foreseeable A.I.D. activities (see Table 19). Complete expenditure reports were not available (see Tables 20 and 21), but it is likely that a much similar percentage of university matching funds was budgeted or spent for the same purposes. Reports on uses of A.I.D. and matching funds by objectives are not available for the entire period of the project, but if the amounts used in support of on-going and immediately foreseeable projects approximated such uses in 1966-67 -- i.e. between 60 and 70%, then the total amount would exceed A.I.D.'s contributions. These funds along with existing contract funds made it possible for several hundred (368) faculty and staff assignments overseas by the five PSG/SMOU universities (CSU 72, UF 47, Purdue 60, USU 115, WSU 74) during 1966/67. The numbers directly attributable to PSG/SMOU funds are not available, but an "educated" estimate might be 20%. Given the VOB and FTE historical data, it is possible to arrive at a total of about 300 assignments attributable to the PSG/SMOU over four years. Even if this estimate is on the high side, overseas assignments in this range would represent a substantial build-up of international development expertise in the five universities attributable to the PSG/SMOU program.

The universities report an increase in on-campus regular and short-term courses, seminars, and symposia with an international development orientation on LDC issues and problems - matters of special relevance to A.I.D. One university reports "internationalizing" of courses in the regular curricula of 15 different departments in the university. In addition to such actions, it is probable that

international development issues and perspectives are introduced into most, if not all, courses given by faculty with overseas experience. With respect to the impact of this PSG/SMOU-partially supported instruction, it is evident that there have been immediately apparent results, but there also have been less apparent results with pervasive influences of enduring benefit to A.I.D., the universities and to the United States.

Of special note is the contribution of the PSG/SMOU to emerging, world class centers of excellence and specialized expertise in the five universities. In the area of sorghum quality expertise, for example Purdue University is an unquestioned world leader (sorghum is a critically important food grain in many of the A.I.D.-targeted, semi-arid/arid and wet-tropical areas of the world where some of the "poorest of the poor" live); similarly, Colorado State and Utah State Universities in dryland-rainfed and irrigated agriculture, including irrigation management and water use; University of Florida in humid, tropical agriculture; and Washington State University in veterinary medicine/science and animal health. Such centers of excellence-specialization (Only several have been cited for illustrative purposes; the list is much longer and quite impressive.) help to ensure and sustain American leadership and influence in important areas and reflect to the great credit of all concerned.

In summary, the PSG/SMOU has been highly effective as a means of helping to achieve the goals and objectives of Title XII. Commitment of the universities to the program is clearly evident and accompanied by steady, progressive build-up of capacity to support A.I.D. programs

Efficiency

From the standpoint of leveraging funds from the five participating universities, the PSG/SMOU-Agriculture must be judged cost effective to A.I.D. in securing support to achieve stated objectives. Through Fy 87, A.I.D. had provided \$5,661,000 which was matched with \$5,666,000 in university funds. The partnership and *quid pro quo* aspects of the program have been and are being satisfied, and in the process most of the A.I.D. and university matching funds have been budgeted for or spent on ongoing and immediately foreseeable Agency activities by the universities. It is doubtful if more rewarding arrangements could be made, short of out-right donations from foundations, religious groups, businesses and individuals. Through the PSG/SMOU relationship and other Title XII programs, such as the Collaborative Research Support Programs (CRSP's), A.I.D.

often has access to outstanding individual and institutional resources "on the cheap" which would be quite expensive and, perhaps, not so readily available.

Impact

The build-up of capability and commitment within the five PSG/SMOU universities and improvement in their capacities to provide services to the U.S. foreign assistance programs and support for U.S. foreign policies, as well as domestic, socio-economic benefits, must be regarded as highly positive developments.

On the negative side, unfulfilled, perhaps unwarranted, expectations (re forward planning and assistance with FTE's) have probably had disappointing and disillusioning impacts on most, if not all, of the PSG/SMOU universities. Further, the existence of a "chosen" five PSG/SMOU's has very likely created tensions and a measure of resentment within the U.S. university community. In this connection, the rationale-justification is not fully understood and accepted.

Notwithstanding the negatives, the creation and/or strengthening of world class, international development-oriented, centers of excellence in the U.S. through the PSG/SMOU must be recognized as a notable achievement and solid indication of enduring progress towards achievement of Title XII objectives.

Sustainability

It can be predicted that many of the international interests and activities supported or generated by the PSG/SMOU will continue after its demise, perhaps at substantially reduced levels of university support (Penn State and Cornell linkages established with mainland China universities around the beginning of this century have survived time, revolutions and wars). The nature and scope of relations and activities will change to reflect shifting international needs and circumstances. Centers of excellence based on location and domestic constituency, for example, such as in the case of the University of Florida are likely to be sustained for the foreseeable future. Others, such as Purdue University's growing specialization in cowpeas, a crop of limited economic importance in Indiana, may not survive beyond PSG/SMOU and/or A.I.D. support. Further, it is

improbable that university support for ongoing and immediately foreseeable A.I.D. -university contracts and Core Faculty Support now funded through the PSG/SMOU will survive termination of the PSG/SMOU-Agriculture program.

Selected Considerations

(1) The question of the effectiveness of the PSG/SMOU arrangement as a means for increasing the capabilities of recipient universities to furnish targeted numbers of professionals of high quality to A.I.D. arises. The records show a general inability to consistently achieve and sustain pledged/targeted regular employee FTE's. Unfortunately, several provisions of the SMOU's relating to assistance to the universities in achieving pledged levels of FTE's were not implemented. If they had been, perhaps the pledges with regard to regular university employees would have been achieved.

There appears to be widespread support for the belief that permanent or regular faculty and staff are superior quality-wise to non-permanent, non-regular faculty and staff. In many cases this belief is probably valid and in others less so. It has now been close to four decades since Americans have become increasingly involved in international development activities. As a result, there is a growing group of well-trained, highly capable, non-university-affiliated specialists and administrators from government, industry, foundations, religious organizations and elsewhere with extensive work experience and first-hand knowledge of developing countries. Such persons are becoming more and more available for service on university contracts. Therefore, it does not necessarily follow that non-permanent employees are less well qualified for specific assignments, or vice versa. Further, the realities of university employment requirements often do not favor long-term overseas assignments and universities are forced to use non-permanent employees. This is also true for other institutions and companies, public or private, profit and non-profit, engaged in international development activities.

Permanent and non-permanent university employees who are or may be available for overseas assignments on A.I.D. contracts frequently benefit from various types of PSG/SMOU courses, workshops, seminars and other activities such as overseas "internship" arrangements that are occasionally available. Such activities are specially designed to improve

effectiveness on A.I.D. assignments. Annual reports of the five PSG/SMOU universities cite many varied, impressive examples of activities to upgrade and improve the managerial and technical competencies of faculty and staff.

The activities and circumstances cited above, along with availability of highly supportive institutional resources of considerable variety and strength, buttress the conclusion that the PSG/SMOU is an effective means for increasing the numbers of available, high quality professionals to A.I.D., especially in certain areas of concentration identified in the SMOU's. At least one PSG/SMOU university has indicated that it is prepared and able to double its volume of business. This is very likely the case with all of the PSG/SMOU universities.

(ii) The PSG/SMOU has enabled the universities to raise the level and quality of backstopping support for ongoing A.I.D. projects. The annual and special reports record many instances of such activities. Purdue University's support to the Sorghum/Millet and Bean/Cowpea Collaborative Research Support Programs (CRSP's) is an excellent example of how the PSG/SMOU directly benefits ongoing A.I.D.-supported programs. Similarly, the other PSG/SMOU universities support their A.I.D. contracts extensively with PSG/SMOU funds. In fact, the records show that this is the principal use of PSG/SMOU funds, and that this feature of the program is of special benefit to A.I.D., as well as to the universities.

Universities engaged in A.I.D. contracts occasionally encounter funding difficulties for staff members preparing for overseas assignments and/or re-entry into resident programs. Through the use of PSG/SMOU funds for "Core faculty" in such situations, the program has provided relief, through elimination of possible fiscal impediments to securing overseas assignments for faculty and staff.

(iii) A.I.D. and university officials may wish to review the following provisions of the SMOU's for modification:

1. Article VI 1A. Subject Matter Concentration.

In several instances, the subject matter areas of concentration appear to be so broad, so general and so many as to defy "concentration." Each university has special unique characteristics, capabilities and specialization which are or could be with more strengthening truly U.S. and world

centers of excellence of great value to A.I.D. and the nation. After four years of experience under the PSG/SMOU program, such areas of specialization and concentration in relation to A.I.D.'s projected future requirements can be identified and targeted for continuing support. A.I.D. and university officials may wish to have these considerations reflected in revisions of Article VI 1A, along with more sharply focused, limited areas of concentration.

2. Article VIII 2. Program Support Grant (PSG) with special regard to provisions relating to calculation of the PSG.

At present, the amount of the annual PSG is dependent on the amount of participation in overseas A.I.D. activities as indicated by VOB's and FTE's. So far this method appears to have been accepted as simple, fair, and justifiable, but FTE's and VOB's may measure only one part or one element of the intended purposes of the PSG; therefore, they may not be fully satisfactory for measuring and rewarding progress of a PSG/SMOU. The SMOU's specifically state that "A.I.D. will utilize a Program Support Grant to fund the maintenance of long term professional support of A.I.D.'s foreign assistance programs, and for the conduct of other university activities directed towards sustaining and upgrading Title XII performance capabilities, and fulfilling the objectives of Title XII directed efforts." FTE's and VOB's certainly appear to valid measures of "... the maintenance of ... support ..." for A.I.D. purposes, but they appear to be less valid measures of the "... conduct of other university activities ..." and "...fulfilling the objectives of Title XII directed efforts..." purposes.

In addition to the above, shifting A.I.D. technical assistance requirements, changing circumstances with respect to the availability of contracts, greater contract competition and the requirement to achieve national objectives suggest revision of the formula may be in order.

If there is agreement that there is continuing need for A.I.D. to have university-based centers of excellence and specialization for the effective conduct of certain important components of U.S. foreign assistance programs, and that the maintenance of such centers of excellence and specialization are in the best interests of the United States, then it would seem appropriate for A.I.D. to consider use of the "retainer fee" concept widely used by business and industrial firms to ensure access to specialized

services and resources. Such an approach could embody a minimum stipend/grant of, for example, \$100,000 to be matched and additional funding up to a maximum based on a performance formula, perhaps similar to the one currently being used. The approach would satisfy participation and national objectives, while building on and protecting the substantial investment already made in the PSG/SMOU universities. In any case and since more than overseas participation considerations should be involved in measuring progress, it may be appropriate to consider revision of the PSG calculation formula.

3. Article VIII 2A. - Use of A.I.D. funds

Perhaps A.I.D. should invoke the quid pro quo concept of the PSG/SMOU to secure more in the way of services from the PSG/SMOU universities. Consideration might be given to introducing a provision which secures the services of university specialists (in PSG/SMOU subject matter areas of concentration/specialization) to assist A.I.D., especially the Regional Bureaus, country missions and, perhaps A.I.D.-assisted international organizations, with project planning, evaluations and other appropriate matters at no cost other than actual expenses - travel and per diem. Such services to A.I.D. by the universities involving a closer and deeper relationship with A.I.D. personnel and programs would benefit A.I.D. directly, strengthen the partnership relationship, and promote mutual awareness and understanding of each other's strengths, weaknesses, circumstances and interests.

4. Removal of provisions which are not being used and or will not be used in the future in:

Article III - Duration, Review, Forward Planning and Extension

Article VII - Sustained A.I.D. Support

Article VIII 3 and 4. Agreements and Funding

(iv) It was not possible to document, much less "resolve issues identified during the initial planning process but could not be resolved until implementation had proceeded to a specified stage." Attempts to identify circumstances, events and issues with confidence and reliability were unrewarded. This was due primarily to the lack of contract time to properly research a matter so dependent upon undocumented individual recollections, perceptions and appraisals.

(v) As far as could be ascertained, "major and persistent problems and/or constraints affecting implementation" are those related to shortcomings of A.I.D. in carrying out certain key provisions of the SMOU, such as annual reviews, forward planning and assistance with achieving pledged FTE's, identified in (iii) 4 above. The solution is to either carryout the provisions or reach agreement on their removal from the SMOU.

(vi) The performance disbursement mechanism, i.e. the formula for determining the amount of the PSG as stated in the SMOU's was "... the annual amount of the program support grant will be ten percent of the average of A.I.D. business for the immediate past three years up to a maximum of \$300,000 per year." FTE's, long - or short-term, regular or non-regular employees were not in the formula. Subsequently, the formula was changed to 2% of the mean VOB plus \$15,000 times the number of regular employee FTE's, short- and long-term $(0.02 \times \text{VOB}) + (\$15,000 \times \text{FTE})$.

A.I.D. officials indicate that the FTE and VOB formula currently in use was designed as an incentive to the universities to increase their involvement in international development activities - a seemingly desirable procedure with laudatory objectives. It would be difficult to find better measures of involvement in A.I.D.'s overseas activities. They are clear and quantitative and would be fully acceptable, if the amount of direct, overseas support to A.I.D. is the only measure of progress.

The record shows that four out of five of the PSG/SMOU universities have just about maintained their VOB's while one has had a precipitous drop over the period of the program (Table 18). Three out of the five, on average, exceeded or closely approximated their FTE pledges, one was slightly below the pledge and one fell far short of achieving the pledge (As pointed out elsewhere in this report, there is no indication of A.I.D. assistance to the universities in achieving FTE pledges as provided for in the SMOU's). It is probable that the disbursement formula provided an incentive, since the record shows that the universities responded aggressively to RFP's to increase their VOB's and FTE's. As far as can be determined, all have exerted their best efforts to do so. The university which fell far short of its pledge submitted 21 unsuccessful proposals! University and A.I.D. officials are fully aware of the factors associated with success in securing A.I.D. contracts, many of which have no relationship to the PSG/SMOU program.

As suggested in (iii) 2 above, the VOB's measure performance with regard to participation in A.I.D.'s overseas activities and may not be fully satisfactory measures of all the various kinds of progress made towards achievement of objectives. At best, VOB's and FTE's appear to be only partially valid measures of progress and bases for funding the PSG's.

(vii) This evaluation reaffirms the relevance of the PSG/SMOU objectives "to the host country's and A.I.D.'s development strategy ..."

(viii) When circulated to and discussed with A.I.D., BIFAD, and the universities, this evaluation should help "facilitate or promote policy dialogue ..."

(ix) Favorable consideration and adoption of several of the recommendations made in the evaluation could "improve the efficiency or reduce the cost of project activities."

(x) Based on the findings of this limited, desk top evaluation, the basic assumptions undergirding the PSG/SMOU program are considered sound and still valid. They are: (1) A.I.D., in carrying out U.S. foreign policies and programs, has requirements which can be met by the PSG/SMOU universities, (2) funds will be available to enable the PSG/SMOU universities to participate in A.I.D. programs, (3) PSG funds will enhance the capabilities of universities to help A.I.D. carry out selected overseas programs, (4) that A.I.D. would leverage additional funds in support of its programs, and (5) an effective, mutually beneficial partnership would be created.

V. DISCUSSION, CONCLUSIONS/LESSONS LEARNED

A. Period of Operation

Four of the five SMOU's were signed during FY 83 between October 4, 1982 and June 27, 1983 and the fifth (WSU) was signed in FY 84 on November 25, 1983; thus, the program has been in operation for a relatively short period of time. The start-up period was minimal and smooth, because each of the universities had a prior A.I.D. Strengthening Grant.

B. PSG/SMOU Agriculture Funds and Their Uses

Through the period of this evaluation, FY 83 through FY 86 (inclusive), A.I.D. obligated \$5.66 million and these funds were matched by \$5.66 million in university funds (the universities did not receive overhead costs for administering the program). Total expenditures were \$10.063 million. An estimated 60 to 70% or between six and seven million of the expenditures may have been spent in support of on-going and immediately foreseeable A.I.D. activities, if expenditures for 1985-87 are representative of expenditures for the entire period of the program. If this estimate is correct, then A.I.D. received more in support to its overseas projects than A.I.D.'s total contribution to the project. And, this includes no estimate of the overhead costs paid by the universities. As pointed elsewhere in this report, it would be difficult for A.I.D. to find a more rewarding, cost-effective arrangement.

As reported, A.I.D. and university funds are judged to have been used prudently for intended purposes of the program. One on-site review identified a university activity involving the use of PSG/SMOU funds which was judged to be more domestic than international in its orientation and value; however, as far as can be ascertained, funding for such marginal, controversial activities is an exception. Through the spirit and letter of the SMOU's, the universities have had maximum responsibility in managing the PSG's. This enabling feature of the program appears to have been used to the great advantage of A.I.D.

C. Program Results

1. Support for A.I.D. programs

The results of the program are clearly evident and substantial. Indicators in the Attachments to this report and others prepared by the universities support this conclusion. They need not be repeated here, but one indicator

is worth citing. In one year alone, 1986-87, there were 368 reported overseas assignments of various durations, long- and short-term, backstopped and supported by a reported \$1.6 million in PSG funds. This achievement becomes even more impressive when the numbers are extrapolated for the full period of the program. As a direct benefit to A.I.D., this striking build-up of overseas experience in the universities is certainly progress toward the accomplishment of Title XII objectives. While FTE's and VOB's are clear measures of overseas participation, the numbers of faculty and staff involved and the academic disciplines and services represented are very useful indicators of a university's base of support, interest, and commitment to A.I.D.'s programs. It is apparent that the PSG/SMOU program has enabled agricultural projects to draw in and secure participation and help of diverse university resources in support of A.I.D. programs. The PSG/SMOU program at WSU is an excellent case in point.

2. University Centers of Excellence/Specialization

The creation and/or strengthening of existing or emerging, world-class centers of excellence and specializations in participating universities is a notable achievement of the program. Predictably, such developments will contribute greatly to the effectiveness of U.S. aid programs, as well as enhance U.S. prestige and influence.

3. Strengthening of University Faculty, Staff and Students

The reports indicate the progress that has been made in upgrading and improving university personnel with respect to understanding and conducting international development assistance programs through language, and disciplinary courses, seminars, and symposia and through "internationalization" of curricula. It may take decades, certainly not four or five years, to evaluate the full effects of these PSG/SMOU activities, but in the long term they are likely to have pervasive, enduring impact on the on the United States and its will and capacity in international activities.

4. Conclusion

The results of the PSG/SMOU program have been diverse, substantial and supportive of Title XII objectives and purposes.

D. Program shortcomings

Most of the shortcomings identified in this evaluation appear to be on A.I.D. side of the partnership. Specifically, they have to do with failure to implement provisions of Articles III, VII and VIII of the SMOU's.

There is no indication in recent years of annual reviews and forward planning exercises as provided for in Article III; there is no indication of assistance to provide alternative program and project opportunities as provided for in Article VII; and no indication that A.I.D. has been able to implement to any significant extent the Indefinite Quantity of Contracts (IQC) or A.I.D. Employment and Interchange Programs as set forth in Article VIII. It is possible to conjecture that had these provisions been implemented, the results may have been much more impressive. The lack of annual reviews and forward planning looms large as the most serious shortcoming. The lesson learned: this and similar programs probably will not fulfill expectations and potentials, if key implementation plans are not carried out.

On the side of the universities, the principal shortcoming is related to their general inability to achieve or maintain regular faculty FTE targets as set forth in the SMOU's. This can be attributed to the circumstances of academe and to the professional interests and motivations of staff and faculty. The failure of the universities to reach targeted levels of regular employees on overseas contracts is not unique to universities, but common to all organizations, public and private, for profit and non-profit, engaged in international development work. The bias towards regular employees comes into question considering the supply and availability of highly-qualified non-university persons from government, foundations, industry, religious and international organizations. It certainly is desirable to put together the best possible team or individual, irrespective of university employment status. One of the universities reports that it lost a contract when it nominated only regular employees who were later considered not fully qualified. This underscores that regular employees may not be best for specific assignments - "body shop" notions to the contrary.

D. Future Evaluations

As a general rule, it is desirable to develop and agree on evaluation criteria and procedures during the design phase of a project or program.

Should the decision be made to continue the PSG/SMOU

Agriculture program, consideration should be given to amending Article IV of the SMOU's to include a statement giving the basis for evaluation and procedures to be followed as provided for in "Program Evaluation Guidelines for Strengthening Grants and Program Support Grants."

TABLE 17
 PROGRAM SUPPORT GRANT-SMOU AGRICULTURE
 VOLUME OF BUSINESS

Univ	MILLIONS OF DOLLARS BY YEARS						
	1983	1984	1985	1986	1987	TOTAL	AV
CSU	4.64	4.02	3.11	4.27	4.75	20.79	4.16
UF	2.85	4.95	4.53	6.09	4.64	23.06	4.61
PU	3.54	4.00	3.82	3.59	3.74	18.69	3.74
USU	4.78	4.57	4.77	6.00	5.14	25.26	5.05
WSU	7.61	7.19	6.54	5.30	3.53	30.17	6.03
TO- TALS	23.42	24.73	22.77	25.25	21.80	117.97	
AV	4.68	4.95	4.54	5.05	4.36		

* SOURCE: OFFICE OF RESEARCH AND UNIVERSITY RELATIONS

TABLE 18
 PROGRAM SUPPORT GRANT-SMOU AGRICULTURE
 FULL TIME EQUIVALENTS BY YEARS

Univ	1983	1984	1985	1986	1987	TOTAL	AV	Planned in SMOU
CSU	12.4	27.7	30.4	18.5	15.7	104.7	20.9	16
UF	11.0	13.5	12.2	9.4	8.6	54.7	10.9	14
PU	9.4	6.7	7.7	6.4	4.6	34.8	6.9	15
USU	20.6	22.2	16.0	8.1	14.3	81.2	16.2	18
WSU	24.0	21.4	17.5	19.4	13.8	96.1	19.2	15
TOTALS	77.4	91.5	85.8	61.8	57.0	371.5		
AV	15.5	18.3	16.8	12.4	11.4			

SOURCE: OFFICE OF RESEARCH AND UNIVERSITY RELATIONS 12/29/87
 (FTE's are for regular university employees)

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VII. RECOMMENDATIONS

1. Subject Matter Concentration - Centers of Excellence and Specialization

Revise Article VI of the SMOU's to (1) reduce the number of subjects and/or areas of specialization * and (2) focus a selected few on those topics and areas of current and expected future demand by A.I.D., with special regard to those which may be unusual, unique, or highly specialized and not generally available and which require continuing funding to become and/or be sustained as outstanding "centers of excellence." +

This recommendation suggests a planned, gradual shift of emphasis of the PSG/SMOU Agriculture to an A.I.D.-university partnership to help create and/or maintain selected, U.S. university-based, development-oriented, world-class centers of excellence in agriculture of current and expected high value and relevance to U.S. foreign assistance. Such a shift would build and capitalize on investments to-date, lead to reduced costs through targeting and limiting the scope of the program, and provide stronger justification for the program.

2. University Services to A.I.D.

Amend the provisions of the SMOU documents to require ~~guid~~ ~~and~~ ~~pro~~ university services to USAID/W and USAID Missions at no costs other than travel and per diem. Such services would be restricted to the agreed SMOU subject matter areas and have reasonable ceilings within the context of PSG funds.

The intent of this recommendation is to find a means for A.I.D. - its Washington bureaus and field missions - to benefit greater and more directly from its substantial investment in developing capacity within the universities, while building deeper, mutually beneficial, enduring relationships between Agency and university personnel. Present relations are more with A.I.D. clients than with A.I.D.

* Such reductions would not influence the ability of the universities to qualify and compete for the range of A.I.D. contracts, as is currently the case.

+ Such unique and unusual centers of excellence and specialization may qualify for sole source procurement.

3. Funding the PSG/SMOU

Continue funding with consideration given to revising the formula for calculation of annual grants or entitlements to afford weight to progress towards achievement of Title XII's institutional objectives.

Currently, the formula is based/weighted entirely on measurements of participation in A.I.D.'s overseas programs. The intent of this recommendation is to suggest using a formula which does not discount completely institutional changes in participating universities. An adaptation of the "retainer fee" concept used by private industry may be a way to do so, especially if used in association with recommendation number 2 above.

4. Additional Changes in the SMOU Documents

Revise or delete those provisions in the SMOU's which can not be implemented.

This recommendation relates to those provisions of Articles III, VII, and VIII identified in Section V, Paragraph E, Selected Considerations iii(4) of this report.

APPENDIXES

1 - 5

TABLE 19
 PROGRAM SUPPORT GRANT-SMOU AGRICULTURE
 USES OF AID FUNDS BY OBJECTIVES 1986-87 AND PROPOSED 1988
 1000'S OF DOLLARS

UNIV	ACTIVITIES					TOTALS	CHANGE
	OG	IF	A	CF	AD		
CSU	224/175 ^a		46/43	18/20	0/0	288/238	-17
UF	122/152	29/33	75/34	17/43	17/80	260/342	+32
PU	232/152	0/0	20/6	0/0	30/29	282/187	-34
USU	127/96	5/18	81/86	41/3	0/0	254/203	-20
WSU	127/190	12/34	21/5	107/62	0/8	267/299	+12

OG - ON-GOING ACTIVITIES
 IF - IMMEDIATELY FORESEEABLE ACTIVITIES
 A - ANTICIPATED ACTIVITIES
 CF - CORE FACULTY
 AD - ADMINISTRATIVE SERVICES

^a 224/175 MEANS \$240,000 BUDGETED OR SPENT IN 1986-87 AND \$175,000 PROPOSED FOR 1988

NOTE: BECAUSE OF THE DIFFERENCES IN REPORTING PERIODS, EXACT FIGURES CAN NOT BE GIVEN BY YEARS. THE NUMBERS GIVE BEST ESTIMATES OF HOW MUCH, HOW, AND WHEN FUNDS WERE SPENT.

SOURCES: ANNUAL AND SPECIAL REPORTS OF THE UNIVERSITIES

TABLE 20

PROGRAM SUPPORT GRANT-SMOU AGRICULTURE
 USES OF UNIVERSITY MATCHING FUNDS BY OBJECTIVES
 IN 1986-87 AND PROPOSED FOR 1988

1000'S OF DOLLARS

UNIV	ACTIVITIES					TOTALS	CHANGE
	OG	IF	A	CF	AD		
CSU	318/195 ^a		36/43	5/20	0/0	359/258	-28
UF	96/165	26/50	53/50	0/0	14/15	189/280	+48
PU	238/178	0/0	24/9	0/0	45/49	307/236	-16
USU	224/95	41/19	114/119	39/0	0/0	418/233	-24
WSU	196/219	46/29	35/62	18/0	0/0	295/310	+5

*
 OG - ON-GOING ACTIVITIES
 IF - IMMEDIATELY FORESEEABLE ACTIVITIES
 A - ANTICIPATED ACTIVITIES
 CF - CORE FACULTY
 AD - ADMINISTRATIVE SERVICES

^a
 318/195 MEANS \$318,000 BUDGETED/SPENT IN 1986-87 AND
 \$195,000 PROPOSED FOR 1988.

NOTE: BECAUSE OF DIFFERENCES IN REPORTING PERIODS, EXACT
 FIGURES CAN NOT BE GIVEN BY YEARS. THE NUMBERS GIVE
 BEST ESTIMATES OF HOW MUCH, HOW, AND WHEN FUNDS WERE
 SPENT.

SOURCES: ANNUAL AND SPECIAL REPORTS FROM THE UNIVERSITIES

TABLE 21

PROGRAM SUPPORT GRANT/SMOU AGRICULTURE

USES OF A.ID. AND UNIVERSITY FUNDS BY OBJECTIVES 1986-87
1000'S OF DOLLARS

UNIV	OBJECTIVES/ACTIVITIES					TOTALS
	OG ⁺	IF ⁺	A ⁺	CF ⁺	AD ⁺	
CSU	- 542 -		82	23	0	647
UF	218	55	128	17	31	449
PU	470	0	44	0	75	589
USU	351	46	195	80	0	672
WSU	323	58	56	125	0	562
TOTALS	1,362	542	159	505	245	2,919

(2,063) = 71% OF THE TOTAL

- OG - ON-GOING ACTIVITIES
- IF - IMMEDIATELY FORESEEABLE ACTIVITIES
- A - ANTICIPATED ACTIVITIES
- CF - CORE FACULTY
- AD - ADMINISTRATIVE SERVICES

BECAUSE OF THE DIFFERENCES IN REPORTING PERIODS, EXACT EXPENDITURES CAN NOT BE GIVEN BY YEARS. THE NUMBERS GIVE BEST ESTIMATES AS TO HOW MUCH, HOW, AND WHEN FUNDS WERE SPENT.

SOURCES: ANNUAL AND SPECIAL REPORTS

TABLE 22

PROGRAM SUPPORT GRANT/SMOU AGRICULTURE

PROPOSED USES OF A.I.D. AND UNIVERSITY FUNDS FOR 1988
1000'S OF DOLLARS

UNIT	OBJECTIVES/ACTIVITIES					TOTALS
	OC	IF	A	CF	AD	
CSU	-370	86	40	0	496	
UF	317	83	84	43	622	
FU	330	0	15	0	423	
USU	191	37	205	3	436	
MSU	409	63	67	62	609	
TOTALS	1,247	370	183	457	148	
() = 70% OF TOTAL 1,800						
					181	2,586

OC - ON-GOING ACTIVITIES
 IF - IMMEDIATELY FORESEEABLE ACTIVITIES
 A - ANTICIPATED ACTIVITIES
 CF - CORE FACULTY
 AD - ADMINISTRATIVE SERVICES

SOURCES: ANNUAL AND SPECIAL REPORTS

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TABLE 23

UTAH STATE UNIVERSITY

USES OF FUNDS BY OBJECTIVES 1986-87 AND PROPOSED FOR 1988-89
1,000'S OF DOLLARS

OBJECTIVES & ACTIVITIES	EXPENDITURES 1986-87 REPORT *			PROPOSED BUDGET FOR 1988-89 +		
	AID	UNIV	TOTAL	AID	UNIV	TOTAL
ON-GOING	127	224	351	96	95	191
IMMEDIATELY FORESEEABLE	5	41	46	18	19	37
ANTICIPATED	81	114	195	86	119	205
CORE FACULTY	41	39	80	3	0	3
ADM & OTHER	18	23	41	1	0	1
TOTAL	272	441	713	204	233	437

*
FOR THE PERIOD 07/01/86 - 09/30/87

+
FOR THE PERIOD 07/1/88 - 05/15/89

SOURCES: COPIES OF TABLES 1 AND 2 OF REVISED REPORT, USU,
RECEIVED MARCH 16 AND 17, 1988.

ATTACHMENTS

A - E

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ATTACHMENT A

INDICATORS AND/OR NARRATIVE DESCRIPTIONS OF THE IMPACT OF THE
PSG/SMOU FOR AGRICULTURE PROJECT

PSG/SMOU
OBJECTIVES/PURPOSES

INDICATORS

STRENGTHENED
PARTNERSHIP

FI's, VOB's, PSG's, numbers of responses to RFP's, numbers of contracts and instances AID's use special university capabilities.

HUMAN RESOURCE
DEVELOPMENT
(TRAINING)

Over the period of the SMOU (usually 1962 to 1967), the total dollars (AID plus matching) used and totals with regard to:

- LDC students trained (degree and non-degree)
- US students
- US faculty/staff
 - language
 - disciplinary and other
- Courses

STRENGTHENED
INSTITUTIONS

LDC Institutions

Narrative descriptions of the university's contribution to development of LDC institutions. Give institution and country and nature and length of involvement. Cite instances, if any, of collaborative relations beyond AID financial support.

U.S. Institutions

Narrative description of the strengthening impact on the university with regard to international development activities. Cite special subject matter areas/disciplinary concentration; evidences of improved capacity in support to AID/W, LDC missions and directly to LDC's (e.g. organizing special training, special technical services and research support, and selected analyses).

INDICATORS AND NARRATIVES (Cont)

AID-RESPONSIVE
UNIVERSITY
RESOURCES

VOB and FTE's
Number of university responses to
RFP's -- successful and unsuccessful
Numbers of faculty nominated.

CORE FACULTY

Narrative citing university use of
this PSG/SMOU provision and its
importance in maintaining capable,
responsive faculty. Indicate its use
to phase-in younger, inexperienced
faculty.

UNIVERSITY FOCUS
LDC PROBLEMS

Activities funded through the PSG
and University matching funds are
evidences of an added international
dimension in university programs;
however, if there are other evidences
of changes which can be attributed to
the PSG, please describe with respect
to nature and magnitude.

SPECIAL COMMENT: There is no need to report VOB's and FTE's
(these are in hand) or to repeat data or
narratives once given under the indicators
above.

SUMMARY ASSESSMENT
THE PSG/SMOU

Please provide narrative comment on
the PSG/SMOU with special regard to
the following considerations:

- Effectiveness
- Efficiency
- Impact
- Sustainability
- Lessons learned

SOME ASSUMPTIONS WHEN THE PSG/SMOU WAS DESIGNED

- o A need existed for AID to have a readily available, reliable, expert pool of specialized U.S. university resources.
- o U.S. universities have capabilities to help meet AID's needs.
- o Funds for the PSG/SMOU would be available.
- o AID's funds would mobilize/leverage additional resources.
- o AID's technical assistance programs would benefit.

Please comment as you see fit on the validity of the above assumptions then and now.

PSG/SMOU -- SOME ISSUES

Expectations of AID

Expectations of PSG/SMOU universities

Funding levels

Duration

Effectiveness of the partnership

Intangible benefits, with special regard to leveraging funds and efforts, improving relations with AID/W and AID missions, and influencing public opinion and public policy regarding development assistance.

Please make comments on the above issues and/or on others you may wish to add.

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ATTACHMENT B

INDICATORS AND/OR NARRATIVE DESCRIPTIONS OF THE
PSG/SMOU FOR UNIVERSITY OF FLORIDA

PSG/SMOU
OBJECTIVES/PURPOSED

INDICATORS

STRENGTHENED
PARTNERSHIP

Although year-to-year variation exists, UF has shown a general increase in VOB and FTE with USAID contracts. The peak year was 1986-87 with over six million dollars of business and 19.3 long-term FTEs 7.6 of which were regular UF employees.

HUMAN RESOURCE
DEVELOPMENT
(TRAINING)

Training of USAID supported students is a major support function of UF to USAID. During 1987, 65 USAID-supported students were being trained in various degree programs at UF. Additionally, 20 students funded by UF/USAID projects were at other universities.

During the five-year period of PSG/SMOU at UF, we have partially supported a total of 17 graduate research assistantships for U.S. students. Only 5 have been funded for the major part of their degree program.

STRENGTHENED
INSTITUTIONS

LDC

PSG has been directed to support University Center in Dschang, Cameroon the site of a major ongoing UF project. This support has helped the parent project in library development, development of IPM and entomology training materials, initiation of an outreach (extension) program, assistance and support of recently trained faculty in developing research and extension program to try to reduce post-harvest food losses. Also in Africa, UF has a heartwater vaccine project in Zimbabwe which PSG has supported through veterinary and entomology faculty projects complementing projects there and which should be useful in other tropical countries as they prepare for invasions of tick-borne diseases.

The Escuela Agricola Panamericana (EAP) in Honduras has been the site of a USAID contract entomologist which UF has there. PSG has helped in development of IPM methods and training materials in Spanish, extensive faculty interaction in soil science teaching and applied research, and use of FSR/E

methods for training educators and working with small farmers.

CATIE in Turrialba, Costa Rica is another institution to which UF has directed PSG funds to develop cooperative programs and to help develop faculty for international service. Cooperative research in Agroforestry is doing much to increase UF's development of excellence in this area.

U.S. INSTITUTIONS

Many faculty have become better qualified to serve in leadership roles in international research and development as a result of various training and experience they have received through PSG. Language training via PSG has been vital. Mean proficiency of all faculty advances slowly, but IFAS now has some faculty with a fair degree of Spanish fluency in almost its departments and disciplines. Fluency in French is advancing more slowly but capability is advancing more since starting our project in Cameroon in 1982. In 1986/87, 31 faculty participated in French training and 41 faculty participated in Spanish training.

In addition to much individual faculty development, UF has used PSG funds to help stimulate development of several centers of excellence in agriculture focusing on tropical agriculture. These include:

1. Integrated Pest Management (IPM)
2. Agroforestry
3. Farming Systems Research/Extension
4. Women's Roles in Agricultural Development

We are now starting to focus on additional areas:

1. Sustainable Agricultural Systems in the the Tropics (refocusing FSR/E from above with agronomic and animal models)
2. Tropical Animal Medicine
3. Development of Training Courses

AID-RESPONSIVE UNIVERSITY RESOURCES

In 1987, UF submitted six proposals in response to RFPs. One, which was awarded to UF, was a TSM for short-term technical assistance to Jamaica. Over time this will involve many UF faculty with a wide range of agricultural specialities involved. A second project obtained was the Haiti Parks Project. This will involve one full-time person

and a major part-time commitment from one other. UF obtained the USAID Anaplasmosis/Babesiosis Vaccine Development Project. Although this does not involve placement of any full-time people overseas, several part-time personnel will serve and the application of biotechnology in improving animal health in developing countries will permit much more rapid advancement in animal production.

We were a finalist in the Haiti Agroforestry project and had four UF faculty wanting to serve to bring recent development of UF's Agroforestry program to fruition in an international development setting. Many faculty were committed to short-term assistance. Proposals were also submitted for an Agricultural Project in Burma and an Agricultural Technology Development and Support Project in the Dominican Republic. A total of 6 full-time and 54 part-time faculty were committed to serving if we had been awarded these proposals.

**CORE
FACULTY**

The number of new core faculty expands each year. The total number doesn't grow quite as much because loss of some faculty to other jobs, perhaps with international responsibilities for other institutions. PSG funds have been used extensively to help develop younger faculty.

**UNIVERSITY FOCUS
LDC PROBLEMS**

PSG and matching funds have definitely added international dimensions to UF most with LDC emphases. At least four areas which were developed in our international projects and with help from PSG have gone on to receive greater emphases in domestic programs. These include IPM, FSR/E, Agroforestry, and WLAD.

**SUMMARY ASSESSMENT
THE PSG/SMOU**

The program has been effective and has helped us supply new and replacement people for UF's USAID contracts and to compete for new contracts. We are planning now for ways to make a greater impact and help us to be even more competitive in future proposals we submit in response to RFPs. Primarily these changes are to put more emphasis on areas of excellence we wish to develop at UF and not rely so much on primarily supporting departments which have supplied full-time persons to previous and existing contracts. These areas include: 1) Agroforestry, 2) IPM and Plant Protection, 3) Sustainable Agricultural Systems, and, 4) Development of Training Courses to serve international development objectives.

Largely as a result of program emphases with PSG, three (3) new positions have been added in UF

agricultural departments that have great impact on our international capability. Those positions were in Agroforestry, Tropical IPM, and WIAD.

Another byproduct from faculty receiving PSG support and also stimulated by CICHE, is a program adding international dimensions to our domestic extension programs including encouragement of language training for many extension faculty. We think these initiatives will help encourage many more extension faculty to prepare for international work. One has just accepted a JCC appointment with USAID/Belize for two years.

ATTACHMENT C

INFORMATION
ON
SMOU/PSG PURDUE UNIVERSITY
1983-84 through 1986-87

Prepared for
THE AGENCY FOR INTERNATIONAL DEVELOPMENT
SMOU/PSG EVALUATION EXERCISE

January, 1988
Purdue University
West Lafayette, Indiana

3.2

Information on Purdue SMOU/PSG
1983-84 through 1986-87

Strengthened Partnership

Data which shed light on progress toward partnership strengthening require careful interpretation as noted in the paragraphs below.

The recession in U.S. agriculture, especially in the Midwest, in the 1980's has been a factor. If this resulted in decreased agricultural enrollment, tight budgets and downsizing of staff (as is the case at Purdue), two types of results might follow. The numbers of faculty interested in long-term assignments abroad could increase due to restricted budgets, decreased opportunities at home and administrative pressure on tenured staff to take overseas posts. Alternatively, numbers of faculty members interested in going abroad might decrease because of the necessity for them to stay at home to sustain their outside research support, their graduate students and their competitive position when academic promotions and funds were hard to obtain. Also, with retrenchment in staff members, department heads may be reluctant to send faculty abroad on long-term assignments preferring to keep as many areas manned at home as possible. Elements of the latter situation appear to characterize the current scene at Purdue.

In part due to these forces, as is shown in Table 1 below, Purdue has not maintained the 15 FTEs abroad which we set as a target in our MOU. While we have averaged around 14, only about half of these FTEs have post-contract commitments to Purdue.

Table 1. Full-Time Equivalent (FTE) Staff Overseas on AID-supported Assignments, Purdue University, 1983-87

Term of Appointment and Post-Contract Commitment	Fiscal Years				Ave
	83-84	84-85	85-86	86-87	
Post-contract commitment to Purdue:					
Long-term	5.00	5.00	4.31	2.58	4.22
Short-term	3.17	2.53	2.26	1.50	2.36
Sub Total	8.17	7.53	6.57	4.08	6.58
Post-contract not committed to Purdue:					
Long-term	4.80	8.30	6.17	4.83	6.02
Short-term	0.58	2.39	1.87	1.75	1.65
Sub Total	5.38	10.69	8.04	6.58	7.67
Total Staff committed and not committed to Purdue					
Long-term	9.80	13.30	10.48	7.41	10.24
Short-term	3.75	4.92	4.13	3.25	4.01
TOTAL	13.55	18.22	14.61	10.66	14.25

Source: PSG Annual Reports as updated

What does our record in FTEs provided suggest with respect to the impact of our PSG? Given the economic and career pressures at home, in the absence of the PSG Purdue would probably have had even fewer FTEs abroad. But the key factor influencing the FTEs probably is the topic discussed next — Purdue's lack of success in obtaining new contracts of the types which interested our faculty members.

Apparently there has been an increase in the number of institutions able and eager to help AID carry out its developmental work overseas. At least there appears to be an increase in suppliers relative to the volume of AID business (demand for services of Title XII institutions). In Purdue's case this seems to have contributed to a decline in our success rate in obtaining new contracts. Purdue, with the commitment of faculty, has invested heavily in preparing and submitting proposals to undertake new initiatives. Had we been

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successful in more of them which were of interest to faculty, we would have achieved our targeted number of FTEs overseas on AID projects, the recession in agriculture notwithstanding. On average Purdue submitted 5 proposals a year. Proposals submitted in 1983-84, for example, would have generated an annual volume of AID business of about \$2.3 million and taken some 14 FTEs overseas each year (see Table 2 for details on 1983-84 and subsequent years).

Table 2. Purdue University Proposals Submitted to USAID but NOT Funded, and Their Approximate* Terms 1983-87

Year	Number of Proposals	Approximate Terms for Life of Contracts:			Estimated Annual Requirements		
		For Purdue to Expend (\$ Million)	FTEs Overseas Long Term	Short Term	Total	AID Expenditures (\$ Million)	Total FTEs Abroad
1983-84	5	11.085	56	11	67	2.342	14
1984-85	6	14.154	29	8	37	1.063	9
1985-86	5	7.466	14	5	19	1.950	7
1986-87	5	16.823	19	13	32	3.062	8

* As these proposals were not funded and because several were joint submissions with other Title XII institutions, it is necessary to make estimates of the share of the AID funds that would have been expended by Purdue. The same applies to the FTEs. What is shown here, therefore, is our approximation of the amount of the funding that would have come through Purdue and the FTEs Purdue proposed to provide. As planned, around 70% of the FTEs would have come from Purdue's regular staff.

Purdue has sustained its volume of AID-funded business at a level of more than \$3 million annually (Table 3). Average for the four-year period was \$3,789,044. We note that during the period (a) no major new initiative was undertaken and (b) more than \$1 million of the annual total was expended through the CRSPs in which Purdue participates. As indicated elsewhere, the PSG has materially enhanced our ability to support these CRSPs (staff development, new tenure track staff member, on-campus laboratory research, graduate students, backstopping and outreach in Africa). Nevertheless, these significant support activities do not involve the stationing of long-term FTEs overseas, hence do not add much to our FTE count.

TABLE 3: Actual Expenditures under AID-funded, Title XII-related Grants, Purdue University Contracts and Cooperative Agreements, 1983-84 through 1986-87.

Contract Number	Contract Title	PY 83-84	PY 84-85	PY 85-86	PY 86-87	Primary or Subcontracting Agency
SACRAD-APR-C-1471 (R.P.)	Farming Systems Research Unit	717,533	520,507	209,671	10,081	Primary
--	AID/USDA/PPTS (Various OICD and AID Task Orders)	8,405	5,745	14,982	63,270	Primary
OICD Task Order (AID-funded)	IPM Short Course (Pest Management)	39,900	39,900	39,900	69,852	Primary
AID/USAN/XII-T-0149	INTSORMIL CRSP	655,887	718,403	634,001	659,211	Subcontract
Agreement 79-178	REDSO/WA/PADS	159,136	103,703	69,970	13,296	Primary
AID/NE-C-1701	Portugal Rural Polytechnic Institutes	656,057	317,705	413,062	77,029	Primary
0693--0225	Niger Cereals Research Project	778,090	1,058,378	1,465,160	1,959,354	Primary
0683--0234-B2-01	Niger Agricultural Production Support	-0-	124,888	73,938	(396)	Primary
5220139-C-3	Honduras Fruit & Vegetable Production	30,731	36,894	-0-	-0-	Primary
DAM 1309-G-SS-1070-00	Human Nutrition CRSP (Egypt)	457,795	483,222	277,551	464,854	Subcontract
DAM 5332-G-SS-2127-00	Bitter Principles of Chenopodium Quinoa	59,724	76,940	38,457	-0-	Primary
517-018-C-00-3009-00	Dom. Rep. Wood Fuels Agroforestry Proj.	234,684	262,048	316,077	180,415	Primary
OPE 5547-G-S	Development of Low Tannin Sorghum	-0-	49,138	111,541	362	Primary
LAC-5728-G-SS-4077	Photovoltaic Irrigation in Sahelian Farming Systems	-0-	30,315	1,382	37,399	Primary
USDA/OICD-3-C-0412-1	Ag Statistics and Policy Analysis (Morocco)	-0-	-0-	79,697	97,976	Primary
USDA/EA10-34034	Policy Analysis, Ag Statistics (Cameroon)	-0-	-0-	42,100	71,311	Primary
AID/DAM-1310-Ct-SS-6008-00	Post Harvest Preservation of Cowpeas in Cameroon CRSP	-0-	-0-	-0-	40,126	Subcontract
TOTALS		3,997,961	3,677,786	3,586,489	3,743,943	

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Has the AID/Purdue partnership been strengthened by virtue of the MOU/PSG? Based upon the ease of communication, dialogue and understanding, we think so. Quantitatively, the indicators are less strong than we would have anticipated. Why? (1) Recession-borne pressures and academic demands on faculty (2) Fewer opportunities (success in obtaining contracts) than expected (3) Inability of AID to share in planning or to provide IQCs to the extent envisioned. These factors notwithstanding Purdue's volume of AID business has been sustained. In our judgment this likely would not have been the case in the absence of our PSG.

Human Resource Development

Language. During the four years, 1983-84 through 1986-87, PSG expenditures on language training (AID plus matching) totaled \$293,600. This provided some 80 person years of training, usually three hours per week for two 16 week semesters plus some work in summer school. As several individuals were enrolled in the program for more than one year, some 37 different staff members received training (34 in French and 3 in Spanish). Because of varying levels of background, time available, and degree of application, differing levels of proficiency were achieved. Some fifteen staff members who were trained in the program have used their enhanced language skills in overseas assignments. A by-product of our non-credit language work has been the production of training materials rather widely used elsewhere. Over 4,000 copies of Purdue's Field Glossary of Agricultural Terms (in French and English) have been sold; special video tapes in French have been produced and distributed.

Graduate Students. Also under the period being described, a total of \$324,451 (AID plus matching) was expended on U.S. graduate student training. Technically, this expenditure produced a joint product — the training of U.S. students and research output. In this instance, however, we have aggregated graduate student support — some 32 person years or major fractions thereof — under graduate student training. An average of eight were involved each year. Some twenty different individuals received support during the four-year period.

As a general rule, PSG support has not been used for foreign graduate students. However, during the period Purdue received and trained substantial numbers of AID-supported students. The numbers of such foreign students and program participants (supported by Purdue AID contracts and AID contracts with USDA) are shown below. This tabulation excludes the substantial numbers of AID-supported foreign students whose programs are managed by private contractors, not by Purdue.

	<u>Long-Term, Foreign Grad. Student Nos.</u>	<u>Short-term Foreign Program Participants</u>	
		<u>Number</u>	<u>Person/Mos.</u>
1983-84	28	30	45
1984-85	37	75	67
1985-86	33	24	17
1986-87	<u>33</u>	<u>25</u>	<u>25</u>
TOTALS	131	154	154

Internships. In addition to its support of the training of U.S. graduate students and language training of staff, the PSG has helped faculty members acquire needed hands-on experience in developing countries. Annually two or three faculty members joined teams as interns or adjuncts to the mission with part of their expenses borne by the PSG. These "tutorials" helped prepare these staff members for

full membership on future missions, gave them opportunities further to develop their language skills, and enabled them to implement collaborative research efforts.

Seminars and Courses. As a part of the PSG training activities, a series of seminars has been held each semester. (The PSG administrator has assumed responsibility for this activity, so its support has come largely from the administrative budget). This seminar has become a forum for agricultural staff members interested in international activities. More than 100 different individuals participate with the usual attendance of 30 to 40. Topics follow themes involving institutional development, project and research management, research needs, progress on individual research problems, means of developing collaborative projects, and lessons learned. For those interested, follow-up sessions are held. When appropriate, materials developed for the seminar are shared with Purdue colleagues on long-term assignments abroad.

In the first two years, the PSG administrator developed and taught an undergraduate course in international agricultural development (30-40 students). This course has continued as a regular departmental offering. Additionally, under PSG initiative and support, a new course in agroforestry was developed and taught.

Strengthened Institutions

LDC Institutions. As most of our projects focus at least in part on institutional development, our activities obviously contribute to this end. The extent to which institutional strengthening accomplishments are attributable to the PSG is difficult to measure. We can say this. The PSG contributes significantly to the vitality and continuity of Purdue's international program. Faculty participants in the program sustain linkages with "graduate institutions and graduate countries," mostly informal. For example, Purdue-Federal University of Vicosa (Brazil) ties remain strong now some 20 years beyond the termination of Purdue's AID-funded institutional-development contract (collaborative research, consultation, staff exchanges, student exchanges, etc). Several key staff who worked in Brazil (with language skills and cultural understanding) became interested in universities in Portugal. In turn, Purdue worked with and helped strengthen three universities in Portugal, 1980 through 1987 (Universities of Evora, Beira Interior and Trás-os Montes Alto Douro). While past contract linkages are stronger in Brazil than in Portugal, they continue at the level of departments and individuals. Other institutions which the PSG has helped to strengthen more directly are:

- EMBRAPA, the national agricultural research institution in Brazil. With the assistance of the PSG, a memorandum of collaboration has recently been set up with 10 U.S. universities, EMBRAPA and USAID. This relationship should be mutually strengthening as EMBRAPA is now a world-class research organization.

- INRAN, the national agricultural research institution in Niger. Purdue's AID-assisted work on the national cereals programs there is in its fifth year. The institution is now developing. PSG inputs have made possible a series of collaborative research initiatives which use Purdue labs and on-farm trials in Niger.
- Ministry of Agriculture, Morocco. Three years (1985-88) Policy and statistical analysis capabilities have been institutionalized and ongoing collaboration and exchanges have been established.
- Sorghum Breeding, Sudan and Niger. Five years. The INTSORMIL CRSP, which links closely to these two national programs, continues to help build these capabilities. The outreach capacity of Purdue's INTSORMIL has been materially strengthened by the PSG, thus making part of this institution building possible.

U.S. Institutions. Staff and graduate student training contributions have already been noted. In addition, the PSG is primarily responsible for these institutional strengthening initiatives at Purdue:

- The addition of tenured Professor Gebisa Ejeta to the agronomy faculty. Initially, Dr. Ejeta was funded as part of the PSG Sorghum Outreach project, but his salary is now covered from non PSG sources. His presence means that we have a team (Ejeta and John Axtell) of world-class authorities working out of Purdue, often as alter egos, in this area.
- The development of an interdisciplinary research/training program dealing with insect pests of legumes (pulses) in production and in storage. This multi-disciplinary team, now working with the Bean-Cowpea CRSP in the Cameroon and with IITA and with CIAT, is a direct outgrowth of initial problem solving research supported by PSG (in support of ongoing AID projects in Niger and Burkina Faso involving cowpeas).

- Joining and becoming an active participating member of the Consortium for International Crop Protection (CICP).
- An initiative in agroforestry research and training was launched (course, on-campus research, and research collaboration and consultation in the Dominican Republic).
- The development of special offerings in integrated pest management (including but going beyond the short course in this subject given here for foreign students in each of the last five years).
- The return to the staff of an experienced senior person in agricultural development (on a part-time basis) to coordinate PSG activities.

Also in the U.S. it is fair to say that some of the faculty development and exchanges with Purdue's partner in the Niger Cereals Project, Alabama A&M, were in part attributable to PSG initiatives.

University Resources Made Available and Offered to AID

Resources actually made available to AID are reported above (FTE, Table 1; VOB, Table 3).

An indication of the additional resources Purdue was prepared to make available appears in Table 2. Obviously, one cannot total all of Purdue's unsuccessful proposals and say that the University was prepared to handle that volume of business. We can conservatively say, however, that during the period (and today) Purdue would be pleased to be handling double its current volume of AID business. Our faculty members are particularly supportive of institutional development types of activities.

University resources made available to help fund PSG activities are substantial. For the four years, they total \$1,051,456 as shown in the tabulation below. Purdue's outlay overmatched the expenditures of AID funds in every year. To have invested over \$1 million in this program in a period of tight budgets is in itself evidence of a sustained commitment to international agricultural development.

Purdue PSG Expenditures 1983-1987

<u>Year</u>	<u>AID Funds</u>	<u>Purdue Funds</u>	<u>Total</u>
1983-84	145,994	165,617	311,611
1984-85	226,249	287,431	513,680
1985-86	242,196	295,622	537,818
1986-87	<u>285,634</u>	<u>302,786</u>	<u>588,420</u>
Total	900,073	1,051,456	1,951,529

Core Faculty

Purdue has not expended funds under the PSG/SMOU provision for Core Faculty. We interpreted the guidelines to mean that AID resources might be used for this purpose under the following conditions:

- a) The individuals involved were regular (tenured) staff persons.
- b) Purdue had met its target of 15 FTEs abroad on AID contracts.
- c) The individuals were in transition between overseas posts. I.e., AID funds (without matching requirement), could be used for such individuals for an interim period pending re-deployment.

As indicated above, PSG funds have been used to provide some of the salary support for Agronomy Professor Gebisa Ejeta, who in fact is one of our core staff persons on sorghum outreach. While he travels extensively, he is not stationed overseas. His PSG salary costs were, therefore, assigned to support of ongoing AID-funded activities.

University Focus on LDC Problems

It is fair to say that the PSG has been the catalyst for or has enabled faculty to:

- Relate to and interact more directly with LDCs (Niger, Sudan, Burkino Faso) on specific sorghum production problems (striga, development of hybrids, strengthening the seed industry, fitting the crop into farming systems, stabilizing yields).
- Initiate work on insect resistance/tolerance in cowpeas, a crop that is not important in Indiana. (Here is a case where discovery of a problem prompted a multi-disciplinary response because of perceived need, interest, and professional scientific capacity to respond. To Purdue's credit, it has encouraged and supported this initiative.)
- Identify its comparative advantage in dealing with upstream (basic) aspects of research problems in collaboration with institutions (e.g, IITA, CIAT) that wish to draw upon this capacity in resolving downstream (adaptive and applied) research issues. This capacity is of special importance in this period of explosive developments in biotechnology. It has profound implications for the future strategies AID and Purdue employ in development assistance.

Summary Assessment

In a period of tight budgets, declining political support for international work in the agricultural sector, and consequent disquiet among faculty members about their future, Purdue invested over \$1 million of its scarce resources to help fund the PSG (1983-84 through 1986-87).

During the same period the University sustained an average of 14 FTEs overseas (about half of them tenured faculty members) and expended over \$15 million of AID funds under its Title XII-related grants, contracts and agreements. As indicated by the unfunded proposal that Purdue submitted to AID during this period (in response

to AID's program needs), the University was interested in and prepared to do at least double the volume of AID business it actually received.

Part of the work that Purdue has successfully done could not have been undertaken without the preparatory work done under the PSG and its predecessor, the Strengthening Grant. This applies especially to the work in French speaking countries. This same preparatory work helped generate the capacity to seek to undertake part of the additional contracts that were sought but not obtained.

With respect to the efficiency and effectiveness of the SMOU/PSG arrangement, it is our judgment that:

- It is conducive to the development of desirable, specialized expertise, geographic and subject matter concentration, factors we believe to be associated with effectiveness.
- It facilitates linkages, networking, and collaborative problem-solving research initiatives (LDC and Purdue researchers). This contributes to efficiency in problem solving because it uses existing expertise and laboratory facilities at Purdue, coupled with field trials overseas. Thus, it avoids the creation of expensive duplicate facilities, at least until the need for them is clearly demonstrated through actual experience.
- It makes it possible to draw on faculty talent at Purdue that otherwise might not be tapped.
- By helping provide continuity, it helps sustain institutional memory, permits generalization from lessons learned, and reduces the need to "rediscover the wheel" by trial and error. (Failure to capitalize on lessons learned is a fairly universal weakness of development assistance generally).

- Its effectiveness and efficiency would be enhanced by more serious, thoughtful, joint planning between USAID and the University. Here the field missions and bureaus need to be involved.
- Its guidelines and assumptions may well be less than fully up to date with the situation and needs in the developing countries. It may be, for example, that the need for large, long-term expatriate teams is declining; that tomorrow the comparative advantage of Purdue will be more nearly through collaboration at the basic research (e.g. biotechnology) end of the research spectrum. If so, a prime criterion for entitlement for PSG funds in the future may not be the number of FTEs overseas.
- Serious study needs to be made of the total costs and alternatives to the present competitive process by which contracts are awarded for AID projects. It is clear that the resources (in LDCs, in AID and in contracting institutions public and private) consumed in preparing and submitting proposals are of major proportions. Resources expended on unsuccessful submissions in themselves generate little product or output. The legal needs for competition, equity and fairness are recognized. Nevertheless, the present procurement system appears to be expensive, is often wasteful, and is frequently demoralizing to faculty rather than efficient and cost effective.

International Programs in Agriculture
Purdue University
January 25, 1988

ATTACHMENT D

INDICATORS AND/OR NARRATIVE DESCRIPTIONS OF
THE IMPACT OF THE PSG/MOU FOR AGRICULTURE PROJECT

Response: Washington State University

STRENGTHENED PARTNERSHIP:

<u>INDICATORS:</u>	<u>YEAR 1:</u>	<u>YEAR 2:</u>	<u>YEAR 3:</u>	<u>YEAR 4:</u>
FTE'S:	See Annual Reports			
VOE:	\$7,187,260	\$6,541,421	\$5,301,652	\$3,532,034

RFP Responses: Please see "Attachment I"; also, Section on AID-Responsive University Resources

USAID Use of Special University Capabilities:

In this regard, "Special" has been interpreted to mean University capabilities beyond those resident within the International Program Development Office, the Departments/Units, and the faculty and support staff that provide input, expertise, and service to ongoing and foreseeable USAID projects, as a result of MOU/PSG and other resources. These "Special University Capabilities" that USAID has used include:

- ◆ The Plant/Viral Disease Diagnostic Center of the WSU Irrigated Agricultural Research and Extension Center (IAREC, Prosser, WA);
- ◆ The Animal Disease Biotechnology Unit of the WSU School of Veterinary Medicine;
- ◆ The International Development Library
- ◆ The WSU Agroforestry Consortium

HUMAN RESOURCE DEVELOPMENT (TRAINING):

MOU/PSG funds have been utilized to increase the effectiveness and relevancy of short- and long-term training at WSU. Participant trainee management and advisement has been enhanced, which has resulted in increased relevance of degree/training programs for students supported on USAID development projects. Resources that have partially supported increased faculty time for trainee advisement have increased the relevance and effectiveness of WSU's short-term and degree training capabilities. These activities have also strengthened faculty capability to supervise and/or design research and training appropriate to specific projects and countries. Funds have also been used to develop/implement innovative coursework that focuses on developing country concepts and needs. Budget estimates below represent an amalgamation of the PSG and matching resources that have supported: course and curricula development and implementation; course upgrade; faculty release time for participant trainee advisement; and supplementation of funded participant training and research.

The figures below for LDC Students trained at WSU represent the total long- and short-term participant trainee numbers for ongoing WSU projects. Long-term trainees are represented in the MOU/PSG Year in which they completed their degree training. Students for whom MOU/PSG and matching resources have been utilized are incorporated in these figures.

<u>INDICATORS:</u>	<u>YEAR 1:</u>	<u>YEAR 2:</u>	<u>YEAR 3:</u>	<u>YEAR 4:</u>
LDC Students				
Trained				
Degree:	6	8	9	7
Non-Degree:	19	19	13	5

<u>INDICATORS:</u>	<u>YEAR 1:</u>	<u>YEAR 2:</u>	<u>YEAR 3:</u>	<u>YEAR 4:</u>
US Students:	\$29,410	\$9,749	\$ 9,611	--
	6 Grad	2 Graduate	2 Graduate	
	Students	Fellowships	Fellowship	
	(LT w/ on-	for	Students	
	going USAID	research in		
	projects)	Lesotho		

US Faculty/

Staff:

Language:		\$11,175	\$11,116	\$15,062
(West African				
French)				

Disciplinary/

Other:		\$37,344	\$51,824	\$55,979
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Courses	4	4	7	5
Supported:				

PSG and Matching		\$59,518	\$50,479	\$45,717
Funds for Training:				

The dollar amounts above under Disciplinary/Other refer to total resources expended on faculty strengthening. The amounts listed under PSG and Matching Funds for Training represents the amount expended for all training. (Approximately 89% of the resources for faculty strengthening were Matching funds; 80% of the training resources were matching funds). The numbers of courses supported refers to new courses that have been developed/implemented. In addition, MOU/PSG and Matching resources have supported the upgrade and/or strengthening of existing courses, to increase the content of materials that have direct relevance to overseas development. The Departments of Marketing, Agricultural Economics, Rural Sociology, Forestry and Range Management, Horticulture, and Agronomy and Soils have all received funds that have been earmarked to "internationalize" course content.

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Specific examples are included in the WSU MOU/PSG Annual Reports.

Examples of innovative course/curricula development include:

- ◆ International Agriculture and Economic Development;
- ◆ Public Administration and Program Management in Developing Countries;
- ◆ Human Issues in International Development;
- ◆ Social Science Research Methods for International Development;
- ◆ Integrated Range Management and Livestock Production curriculum development;
- ◆ Development of non-degree seed technology training program (in Agronomy);
- ◆ Advanced Veterinary Parasitology, with the incorporation of diseases of international importance (i.e., anaplasmosis; heartwater; babesiosis, etc.);
- ◆ Multidisciplinary Agroforestry course development
- ◆ Deciduous fruit production in sub-tropical and tropical climates;
- ◆ World Cropping Systems (focused on sustainable cropping systems) (Year 4);
- ◆ International Marketing (upgrade) (Year 4);
- ◆ "Population, Resources & the Future" (Year 4);

STRENGTHENED INSTITUTIONS:

LDC INSTITUTIONS:

MOU/PSG-supported short-term TDYs have enhanced LDC institutions, usually in association with ongoing projects. An additional benefit has been increased faculty experience, capability, and availability for future long- and short-term technical assistance assignments. In addition to the benefits to ongoing projects and to host-country institutions and personnel (which are detailed in depth in WSU's 4 Annual MOU/PSG Reports), the following LDC institutions and IARCs have

been strengthened as a result of MOU/PSG-supported activities:

INSTITUTION:

NATURE OF STRENGTHENING:

ICRISAT

Assistance provided in the development of agricultural communications capability and facility planning/inventory systems at ICRISAT (Year 1)

ICIPE

Appraisal of Isetse population modelling.

ICRAF

Interaction in the area of Agroforestry and project planning.

Jordan: NCARTT

Assistance provided to NCARTT (National Center for Agricultural Research and Technology Transfer) to help institutional organization and to strengthen extension education for technology transfer.

Jordan: Univ. of Jordan

Degree Planning; Curricula Development, and Tree Fruit Modeling/Training.

Jordan: Deir Alla Research Station

Institutional Strengthening; Research Development; Technology Transfer Strengthening.

Kenya: Veterinary Laboratory

Research Strengthened; Institutional and Manpower Development.

Lesotho: Research Dept. of MOA

Research Planning, Design, and Implementation

Malawi: Research Center Library

Reorganization of library; establishment of vertical files; staff training (Year 3)

INSTITUTION:

NATURE OF STRENGTHENING:

Senegal: ISRA

Farming Systems Research/Development;
Institutional Development

Sudan: Agricultural Research
Corporation; MOA

Seed Technology Planning, Production,
and Storage Strategy Recommendations
(Year 2)

Yemen: Library (w/in Min.
of Fish. & Ag.)

Cataloging; Library Personnel Training

U.S. INSTITUTIONS:

Positive impact as a direct result of MOU/PSG funding at WSU is evidenced at several different levels. Key factors include strong central administrative support for involvement in international development, and the increased relevance of the disciplinary focus at the Department/Unit level, such that faculty capability and departmental support capacity has been markedly upgraded.

WSU has developed and followed a strategy that emphasizes the Department/Unit as the central core for WSU's international involvement, for the development and support of faculty to work on Title XII projects overseas. Resources have been used to increase faculty capability for project participation, from a disciplinary and managerial perspective. Toward this end, "liaison faculty" in each of 15 core departments have been provided with resources to backstop ongoing projects through the provision of expertise on research design, data analysis; equipment procurement; database compilation/analysis; and discipline-specific expertise as required by WSU and host-country scientists working with specific ongoing projects.

Discipline-specific subject areas which have been formulated/strengthened as a result of MOU/PSG funding include:

- ♦ Farming Systems Research/Extension Working Group;

- ◆ Biotechnology and Animal Health;
- ◆ Natural Resource Management, including Planning for Sustainable Development and Natural Resource Economics;
- ◆ Agroforestry Consortium (interdisciplinary between Ag. Economics; Agronomy and Soils; Animal Science; Environmental Science; Forestry and Range Management; Horticulture; and Anthropology);
- ◆ Library and Information Systems support to the International library, for continued support to WSU faculty, host-country scientists, and trainees for the provision of information and to develop information management systems;
- ◆ Seed Technology Development;
- ◆ Technology Transfer, particularly in the areas of agriculture and resource management.

Effective management, monitoring, and evaluation of ongoing projects is a key to successful implementation. MOU and Matching resources have strengthened this capacity at WSU. Development management workshops funded in part with MOU/PSG resources have played a key role in upgrading the capacity of WSU faculty to plan, manage, implement and evaluate USAID-sponsored projects overseas. The following briefly summarizes workshops that have been conducted with partial support from the MOU/PSG:

- ◆ Two series of two-week workshops on Project Design, Implementation and Evaluation were planned and conducted by WSU, in conjunction with the International Development Management Center, OICD, and BIFAD. PSG resources were used to offset a portion of the workshop planning and implementation costs at WSU (Year 2 and 3);
- ◆ A "Training for Trainers" workshop in cross-cultural training was conducted (Year 2);

- ◆ A Strategic Planning Workshop for Agricultural Research and Technology Transfer (in Jordan) (Year 3);
- ◆ Jordan Highlands Agricultural Development Project Orientation and Start-up Workshop (Year 3);
- ◆ Workshop on Library Participation (and Information Management) in International Development (Year 3);
- ◆ Workshop entitled: "Improving Skills for International Project Management" (Year 4)
- ◆ Attendance at "Participant Training Contractors Conference" (Year 4);

Symposia and seminar series have also positively impacted WSU, with a resultant increase in awareness and capacity for more effective participation in development projects. These have included:

- ◆ Symposium: "International Development Strategies for the Subsistence Farm" (Year 2);
- ◆ Seminar Series: Focus on the Western Sudan Agricultural Research Project (Year 2);
- ◆ Seminar Series: "Water Resources in Developing Countries" (Year 2);
- ◆ Seminar Series: Developing Issues in Agricultural Engineering
- ◆ Seminar Series: Range Livestock Production in Developing Countries (as they relate to natural resources and livestock production);
- ◆ Seminar Series: "The Family as a Production Unit" (with a focus on the analysis of gender issues in development and ag. production).
- ◆ Seminar Series: "Perspectives in Agroforestry" Seminar Series

An additional outcome of PSG-supported activities has been the compilation of several information databases that relate directly to ongoing project activities, and are available for project use. Illustrative database and composite information source examples include:

- ◆ The Arid Land Crop Production Information Database;
- ◆ A Pesticide Database;
- ◆ A Vegetable Information/Backstopping Database;
- ◆ Resource Directory of Library consultants for international development projects.

AID-RESPONSIVE UNIVERSITY RESOURCES:

WSU responses to RFP's are detailed below. [Note: please refer to Attachment 1 and to individual annual reports for additional information on foreseeable project activities].

<u>YEAR:</u>	<u>PROJECT:</u>	<u>SUCCESS:</u>
2	Yemen TSM	Yes
	Lesotho: LAPIS (w/ EI)	No
	Malawi: MARE (w/ CID)	Yes
	Nepal: Ag. Res. & Prod. (w/ CID)	No
	Nepal: Institute of Ag & Anim.Sci	No
	Pakistan: Primary Education Eval (w/ CID)	No
	Jamaica: Ag Education (w/ CID)	No
	Burma: Ag Res. & Dev. (w/ EI)	No
	Egypt: NARP (w/ CID)	Yes
3	Jordan: Highlands Ag Dev. Project (w/ CID)	Yes
	Jordan: JVASP Extension	Yes
	Mali: Livestock Sector (w/ USDA)	Yes
	Various Rinderpest Vaccine Dev.	Yes

(Note: some RFP responses were prepared in Year 2 and finalized in Year 3. They are listed in Yr 2).

4	Nepal:	RAPTI (w/ ACIDI)	Shortlisted
	IQC:	Rural & Regional Income Generation (w/ CID)	Pending
	IQC:	Development Management (w/ CID)	Pending
	Dominican:	Ag Tech. Dev. & Support (w/ EI)	No
	Malawi:	HRID (w/ CID)	Shortlisted
	Mali:	Livestock Development Follow-on	Pending

CORE FACULTY:

WSU has a large pool of core faculty with international experience, who are interested in long- and/or short-term assignments on USAID technical assistance projects. Within this pool, MOU/PSG and Matching resources have been used to support core faculty who have: (1) returned to WSU from long-term technical assistance assignments on AID-funded projects and are between assignments, and/or (2) are in preparation for upcoming assignments. This support has resulted in cadre of experienced faculty who are available to serve on ongoing and/or immediately foreseeable AID projects. This investment has produced multiple benefits: these core faculty members have utilized the time at WSU to upgrade their technical expertise; departments have been strengthened through the institutional integration of the experience of core faculty members who have returned from overseas; and the University has a pool of expertise with which to respond to USAID project/program needs.

<u>INDICATORS:</u>	<u>YEAR 1:</u>	<u>YEAR 2:</u>	<u>YEAR 3:</u>	<u>YEAR 4:</u>
Number of Faculty Supported:	Five (1 returned overseas for long-term assignment)	Four (All 4 faculty are again on LT assignments overseas).	Ten (7 again on LT overseas assignment; 2 working on-campus w/ ongoing projects).	Four (1 overseas 2 working FT on projects; one working half-time).

UNIVERSITY FOCUS - LDC PROBLEMS:

MOU/PSG and Matching Resources have had a significant effect on the overall focus of the University towards LDC problems. This is evidenced at the level of the Central Administration of the University in publications on "A Special Challenge to the Modern University" by Executive Vice-President and Provost Yates (included as Attachment 2) and "Internationalizing the University" by WSU President S. Smith (included on page 26 of Attachment 3, which is the Proceedings of the Year 4 Workshop on "Improving Skills for International Project Management". In addition, since the inception of the MOU/PSG, the College of Agricultural and Home Economics has expanded its Directorship from three (i.e., Resident Instruction; Research; and Extension) to four, by adding a Director of International Development. The Director of the International Program Development Office (J. Henson) has been appointed to this position. An increased administrative focus on development is also evidenced by the development and implementation of strategies that incorporate participation in ongoing projects into the tenure review process.

An increased focus on LDC problems is also evidenced at the Department and Unit levels. Each MOU/PSG Year, 15 individual Departments and Units prepare annual workplans that detail how they will incorporate international development dimensions into their faculty participation, research, and training programs. Special areas of focus have included natural resource management; information systems management; biotechnology; technology transfer; marketing; and planning and management. These workplans provide a tangible record of how international dimensions have and will continue to be incorporated into the research and teaching fabric of the University.

Increased institutionalization of the logistical aspects of technical assistance projects are also in evidence at WSU, and have resulted partially as a result of MOU/PSG-funded activities. There is now state support for some of the activities associated with project implementation. Systems for procurement, for logistical backstopping, and for contractual monitoring are all in place at WSU.

SUMMARY ASSESSMENT OF THE MOU/PSG:

Resources from the MOU/PSG and Matching funds have increased the effectiveness of international development activities at WSU. The pool of faculty who have disciplinary expertise and overseas experience has been significantly increased. The relevance of training programs (short- and long-term) at WSU has increased. MOU/PSG resources have enabled the "leveraging" of additional University funds in support of development activities. Direct impacts which have resulted from the MOU/PSG are evidenced by the contributions to ongoing projects by WSU faculty as a result of MOU/PSG funding, and by the way in which faculty capability at WSU fulfills Agency/Project needs.

Long-term relationships with developing countries have developed as a result of project and MOU/PSG related activities. Professional relationships continue with Jordanian counterparts (i.e., with the University of Jordan), where WSU has been involved since 1973. WSU continues to be professionally involved in areas related to Animal Health in Kenya, where a relationship commenced in 1974, with a WSU faculty serving as the first Director General of ILRAD. Although specific project contractual responsibilities have been completed (1979 to 1986), WSU also continues its relationship in Sudan, with the AID Mission and with WSARP (Western Sudan Agricultural Research Project) personnel. The University has continued to provide training and short-term technical assistance in Sudan.

Ongoing project management workshops at WSU continue to utilize "lessons learned" from the implementation of past and ongoing projects at WSU.

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MOU/PSG: ASSUMPTIONS AND ISSUES

Assumptions made when the MOU/PSG was designed continue to have relevance. AID funds have mobilized/leveraged additional resources. There has also been a benefit to AID's technical assistance program. MOU/PSG and matching resources have enabled an increased scope to ongoing projects, particularly in areas that were not direct-funded.

The expectation of the PSG/MOU at WSU is that the program will continue, and that support will be available in the long-term, to allow for effective long range planning and commitment. It is felt that funding levels should be equivalent to the other MOU agreements (i.e., JMOU) at the present time. It is also felt that the effectiveness of the USAID/University partnership can be improved by additional communication and efforts on the part of both Universities and USAID. It is felt that this interactive evaluation should contribute to this effectiveness, and should be actively pursued by both parties.

Year	Project	WSU Personnel	
		Short Term	Long Term
1984	Lesotho Basic & Non-formal Education Systems	7	2
1985	Technical Support to Mission - USAID/Yemen	26	0
1985	Nepal Agricultural Research & Production Project	6	6
1985	Assessment of Primary Education in Pakistan	4	2
1985	Mauritania Human Resources Development Project	15	0
1985	Zimbabwe Agricultural Sector Assistance Program Development of Heartwater Vaccine	4	2
1985	Burma Agriculture Research & Development	5	0
1985	Nepal Institute of Animal Sciences	16	4
1986	Egypt National Agricultural Research Project	9	1
1986	Lesotho Agricultural Production & Institutional Support Project	10	9
1986	Malawi Agricultural Research & Extension Project	8	6
1986	Jordan Highland Agricultural Development Project	11	3
1986	Jordan Valley Agriculture Service Project Extension	6	1
1986	Agriculture IQC	60	0
1986	Jamaica Agriculture Education Project	2	9
1986	Mali Livestock Sector	0	1
1987	Environment & Natural Resources for Indefinite Quantity Contract for Short-Term Technical Services in Environment & Natural Resources	0	5
1987	Improved Animal Vaccine through Biotechnology Phase II	29	0
1987	Nepal Rapti Development Project	33	0
1987	REDSO/ESA IQC	60	0
1987	Animal Health - Heartwater - Kenya	1	1
1987	Senegal Technology Transfer	1	1
1987	Technical Services for Animal Health & Disease Control in Uganda	6	0

TOTAL: 319 53
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Proposed ST = 106/year for last 3 years
 Proposed LT = 17.6/year for last 3 years

Strengthened InstitutionsEgypt

Our ties with Egypt in the area of water resources began in 1975 under the 211d funds. The first USAID contract began in 1977 in the area of irrigation and we have continued a contract presence with the Ministry of Irrigation ever since. Program Support Grant funds have been used since the beginning of the PSG to support faculty and students directly involved in our Egypt projects.

In addition to the work in irrigation, we have also furnished the chief-of-party for the Egypt NARP project, Ms. Colleen Brown. Ms. Brown has received PSG support and is one of the first women chiefs-of-party. PSG funds have been used to give special training to Egyptian students in use of computers, to prepare special short courses to serve Egyptian needs, to support joint research of U.S. and Egyptian students on Egyptian problems, and to prepare orientation materials on Egypt for our own faculty.

Tim Gates, who served in Egypt for two years on our irrigation improvement project, received PSG funds to obtain a Ph.D., and will return to CSU in March of 1988 as a tenure track faculty member to work with Egyptian training and project backstopping. Currently, a team of U.S. and Egyptian students are working on the development of an "expert systems" technique for irrigation management. Also, an Egyptian Fulbright student is working at CSU on river scour problems applicable to the Nile.

Several hundred Egyptians have received training at CSU and in Egypt as a result of these activities over the past 10+ years. Currently there are 24 long-term Egyptian students receiving some benefits from PSG activities on campus.

At the present time, CSU faculty are working on three USAID proposals on irrigation and one on agricultural training (with New Mexico State University).

Based on all the above activities, both in Egypt and at CSU, we see greatly strengthened institutional capability at both places. PSG funds have played a significant role in developing this capability.

CATIE - Turrialba, Costa Rica

With a minimal amount of PSG support to Dr. Freeman Smith of the Earth Resources department we have supplied considerable assistance to the new watershed management program funded by USAID, ROCAP. Drs. Smith and Meiman assisted in the

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curriculum development and research planning by travelling to Costa Rica. A guest lecture course by Dr. Sam Kunkle of the National Park Service was arranged. A joint workshop on watershed training materials needs was held in Fort Collins, Colorado. Arrangements were made for CATIE representatives to visit private firms working in automated data and mapping. Assistance in obtaining various types of audio-visual and water sampling equipment was given.

A memorandum of agreement was signed in 1984 and continues. Currently, 7 students from the CATIE watershed program are on campus pursuing degrees. The visits by two Earth Resources faculty members to Costa Rica (paid by project funds) and the presence of the 7 students on campus has resulted in strengthening of both CATIE and CSU.

Colorado Institute for Irrigation Management

The mid-term evaluation of our USAID Water Management Synthesis Project in 1985 emphasized the need for better coordination and the utilization of an interdisciplinary approach in our irrigation work. Although this need was realized and practiced to a considerable extent, the PSG along with matching funds gave us the ability to formalize this interdisciplinary approach by creating an all-university institute consisting of members from 6 regular departments plus Extension and two international schools. This institute is coordinating our participation in two projects at the present time and will be responsible for all irrigation project and training activity in the future. A training program of 10 special short courses in irrigation has been initiated. The institute is now in its second year of operation and a world-famous irrigation expert, Dr. Marvin Jensen, has been appointed as the permanent Director.

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Human Resource Development - Courses

In addition to the faculty and student support already reported, PSG funds were used to assist core faculty in developing the following courses especially adapted to training needs of developing world students coming to CSU as a result of our project activities:

Regular courses:

- Farming Systems Research and Development
- Advanced Topics in Irrigation
- Hydraulics of Surface Irrigation
- Farm Irrigation Structures
- Interdisciplinary Agricultural Development
- Monitoring and Evaluation of Irrigation Systems
- Agricultural Development: Planning and Policy

Short courses:

- International Agricultural Marketing
- Applied International Farm Management
- Agricultural Project Analysis for Developing Countries
- Microcomputing in Designing, Managing, Monitoring and Evaluating Development Policies and Projects
- Engineering, Management and Economics of Irrigation Rehabilitation Projects
- Micro-Irrigation Design and Management
- Evapotranspiration and Irrigation Water Requirement
- Conjunctive Use of Ground and Surface Water
- Micro-Computer Management of Irrigation Systems
- Modern Surface Irrigation Design and Management
- Flow Regulation and Measurement in Irrigation Systems
- Monitoring, Evaluation, Feedback and Management of Irrigated Agricultural Systems
- Development and Management of Training in Irrigated Agricultural Systems
- Water Users Association in Irrigation Management
- Irrigation Systems Rehabilitation

E-2

University Focus - LDC Problems

In addition to the activities described under "strengthened institutions", one of the significant new areas of international focus for the University is in Forestry and Natural Resources. Funding of several short courses, along with limited support of an international coordinator (Dr. Freeman Smith) with PSG funds is resulting in increased international activity of this college. Support is also being provided to two project activities; one in Pakistan in Range Management with ICARDA (with AID funds), and one in the Philippines in Watershed Management. Both watershed management and range management are significant components of our MOU focus on rainfed dryland agriculture. The several courses and workshop activity have benefitted both USAID supported participants as well as our own faculty. The cooperative agreement with CATIE, described under the section on strengthened institutions, has also contributed to this focus.

E-6

Overview of Program Support Grant
Colorado State University
1963-1987

Colorado State University's strategy for managing the Program Support Grant is based on supporting approximately 120 faculty in 18 departments who have made a commitment to overseas assignments. These faculty and departments focus on the four subject matter areas identified in our Memorandum of Understanding with USAID. The faculty who have received support are identified in Table I. Also given in Table I is the record of performance of those faculty supported on PSG fund who have been on an overseas assignment. 40 of the 49 faculty supported have been on one or more overseas assignments on a USAID project, including 16 long term of 1 year or more and 4 chiefs-of-party. We consider this record of direct support of faculty who are participating on USAID projects overseas to be the single most noteworthy accomplishment of our Program Support Grant.

One of the most efficient methods of supporting faculty in a University setting is to provide student assistance. This approach has the additional advantage of giving valuable international experience to students and thereby training future professionals for international work. The 28 students supported during the life of our PSG, and the faculty and MOU area they assisted, are listed in Table II. In the last 2 years, each of these students has been assigned to a specific AID project in addition to a core faculty member. It is significant that 11 of these 28 students have served overseas on AID projects as of this report.

Closely related to faculty support is the record of providing long term and short term persons for AID projects. PSG funds help by directly assisting faculty as already reported and, indirectly, by assisting departments in planning and staffing to expedite the release of people for overseas work. We consider our record in this regard to be another significant criterion of accomplishment in the use of PSG funds. The summary of long and short term faculty assignments is given in Table III. The totals during the PSG period indicate an average of 15 persons per year on long term assignments and an average of 63 months of TDY per year.

From the very beginning of the negotiations on the MOU, it was recognized that we were dealing with "best efforts" on the part of both USAID and the universities. The universities would make their best efforts to provide quality faculty for AID projects, and AID would make its best efforts to place those faculty. Thus, as a third criteria for effectiveness, we consider the efforts we have made to respond to AID requests for proposals as an indicator of the successful use of PSG funds, this response serving as an

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indicator of the enthusiasm and commitment of our faculty. This record is summarized in Table IV. The 32 proposals submitted during the period 1983-1987 included commitments of CSU faculty to fill 109 long term assignments and more than 400 months of TDY.

Finally, as part of supporting faculty to be involved in USAID projects, there are numerous accomplishments in the process. These are detailed in the annual reports but a few of the highlights are given for each of the MOU subject matter areas to illustrate the diversity of products.

I Water Resource Development

- 1) Tim Gates supported as graduate assistant for Ph.D. now hired as tenure track faculty member for international work in Civil Engineering
- 2) Colorado Institute of Irrigation Management (CIIM) formed in part as a response to AID-identified need for coordination
- 3) Ten short courses established in irrigation management through CIIM
- 4) Alan Early, an agricultural engineer with extensive overseas experience, was added as tenure track faculty member to work in international irrigation.
- 5) Watershed training materials needs workshop with USAID/ROCAP watershed project for Central America
- 6) Watershed Conservation - A Collection of Papers for Developing Countries - 150 copies distributed to AID and AID projects.
- 7) Five separate reports on the sociology of irrigation systems with applications to Pakistan, Thailand and India

II Strengthening of National Systems in Research Extension and Education

- 1) Workshop on "Knowledge Transfer in Developing Countries", with University of Illinois, INTERPANS (approximately 35 participants)
- 2) Workshop on Farming Systems with University of Florida FSSP (approximately 40 participants)
- 3) Development of 4 interdisciplinary training modules on farming systems

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- 4) Series of 4 papers on linking farming systems and on-farm water management technologies, by W. W. Shaner
 - 5) Series of on-campus noon seminars on farming systems (approximately 20 in attendance for 1 semester)
 - 6) Chief-of-Party "lessons learned" report by Colleen Brown, Egypt NARP project.

III Rainfed Dryland Agriculture

- 1) Agroforestry short course for 20 persons from 13 countries, including 8 from USAID projects
- 2) Development of a computer program for range site classification for USAID project in Baluchistan
- 3) Assistance to ROCAP regional watershed project including curriculum development, short courses, and joint workshop on training.
- 4) Video-tape of lecture/demonstration on water spreading and conservation techniques
- 5) Series of 3 reports by Jack Law on participant training for the Yemen Core Agricultural Support Project.

IV Agriculture Sector Analysis, Policy, Pricing and Marketing

- 1) Preparation for Agricultural Policy Analysis Workshop in Pakistan for the Economic Analysis Network Project
 - 2) Sent Al Madsen, Agricultural Economist, to interview for Joint Career Corps position in Peru
 - 3) "Impact of Price and Resource Variation on Small Farm Agriculture in the Gambia", by Miriam Shinn, graduate research assistant
 - 4) "Private Sector Enterprise in Indonesia", "Production and Poverty in Indian Agriculture", and "Stagnation in Pakistan Agriculture" reports by David Seckler.
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SUMMARY
PSG Statistics
1963-1967

12-31-67

<u>Expenditures/</u>	PSG (USAID)	\$	1,155,000.
	CSU (Cost Share)	\$	<u>1,241,000.</u>
	Total	\$	2,396,000.
<u>Volume of Business Average (4 year period)</u>		\$	4,640,000.
<u>Faculty Support</u>	(40%)		
	49	AID	\$460,966.
<u>Graduate Student Assistance</u>	(23.5%)		
	26	AID	\$271,466.
<u>Long Term Overseas FTE</u>			
	Average (4 year period)		15
<u>Short Term Overseas FTE</u>			
	Average (4 year period)		5.25
<u>Proposals Submitted</u>			
	32	L/FTE - 109 months	S/T - 400- months
<u>Number of Faculty Committed to Overseas Assignment</u>			
		1967	146
<u>Language Participants</u>			
	(Average per year for French and Spanish)		16.5

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TABLE I

PROGRAM SUPPORT GRANT
Faculty Salary Support
1983-1987

12-31-87

		<u>Overseas/AID</u>	<u>MOU Area</u>
* Alers-Montalvo, M.	56,427	X	II
Andrew, John	2,104	X	I
* Clyma, W.	5,113	X	I
Cook, Alicia	1,652		III
Cuany, Robin	1,625	X	III
Dillon, Marilyn	2,225		III
* Early, Alan	42,530	X	I
* Eckert, Jerry	11,986	X	IV
Hizuat, Abbas	2,667		I
Freeman, David	6,457	X	II
Gilmore, Roger	2,985		-
Grigg, Neil	2,650		I
Johnson, Duane	3,217		III
* Katakai, S.	7,848	X	-
Kameli, David	27,311	X	-
* Knox, Ed	4,834	X	III
* Law, Jack	3,900	X	III
* Layton, James	10,356	X	III
Lottis, Jim	6,667	X	I
Matson, A.	1,939	X	IV
Meiman, James	18,268	X	III
Mollinas, A.	3,333		I
Nagy, Julius	3,426		III
Oak, Ramchand	7,921	X	I
Oxley, Jim	41,974	X	II-III
Pierre, Julien	5,814	X	I
Radosevich, George	3,752	X	IV
Reddy, Mohan	6,760	X	I
* Redgrave, Dave	1,604	X	III
Richardson, E.V.	9,185	X	I
Ruta, James	6,000	X	I
Sampath, R.K.	16,375	X	IV
Santopolo, F.	19,386	X	III
Schmidt, B.	31,700	X	III
* Seckler, D.	14,622	X	IV
* Shaner, Willis	12,377	X	II
Skogerboe, G.	6,606	X	I
Skold, Melvin	19,896	X	IV
Smith, Freeman	1,000	X	III
* Soltanpour, P.	4,890	X	III
Sparling, Ed	5,553	X	IV
* Spencer, William	6,950	X	IV
Tinnermeier, R.	9,855	X	IV
* Tinsley, Dick	10,039	X	II
Trock, W.	16,317	X	II
Vlachos, E.	6,186	X	II
* Walker, James	5,700	X	II
* Walters, Forrest	4,589	X	IV
Worden, Phyllis	12,403		II
	<u>\$460,966</u>		

* Long term assignment

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TABLE II

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PROGRAM SUPPORT GRANT
Graduate Student Support
1983-1987

		<u>MOU Area</u>
Akita/deMartini	\$ 1,500	III
Bebe, Mary/Knop	2,082	II
Bowen/Grigg	15,600	I
Braunworth/Richardson	20,000	I
Coleman/Murphy & Early	15,921	I
Davies/Walters	8,700	IV
Duncan/WID	16,246	II
Fulton, Allan/	1,000	II
Gates/Richardson	20,155	I
Hatani, Bahman/Early	13,746	I
Helgren/Richardson	13,758	I
Kelly/Eckert	4,256	IV
Kidd/Oxley	5,987	II-III
Lairmore/deMartini	9,070	III
Leib/Early	8,867	I
Moerdyke/Johnson	6,800	II
Nelson/deMartini	1,455	III
Provance, Paul/Skold	4,800	IV
Shinn, Ed/Freeman	2,100	II
Shinn/Eckert	17,630	IV
Skaggs, Rhonda/Eckert & Skold	2,342	IV
Skoglund/Brown	15,574	II
Smolnik/Richardson	17,286	I
Sunada/Richardson	2,128	I
Terkuile, Maya/Schnehl	14,598	II
Utterback/Nobe	15,800	IV
Wilkins-Wells/Freeman & Knop	12,643	II
Zorgnotti/Robertshaw	1,400	III
	\$ 271,446	

MOU Area I - Water Resource Development

II - Strengthening National Systems in Research
Extension and Education

III - Rainfed Dryland Agriculture

IV - Agriculture Sector Analysis - Policy, Pricing
and Marketing

12-31-87

TABLE III

Program Support Grant
FTE's Provided to Overseas Projects

	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>	<u>1986-87</u>	<u>Total</u>	<u>Average</u>
Long term	-----persons-----					
	16	12	16	16	60	15
Short term	-----months-----					
	48.3	50	107	46.8	252.10	63

Short term average 5.25 FTE/yr.

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TABLE IV
Program Support Grant

Proposals Submitted
1983-1987

<u>Year</u>	<u>Number</u>	<u>FTE's</u> <u>L/T</u>	<u>Mos.</u> <u>S/T</u>
1983-1984	7	45	?
1984-1985	9	23	?
1985-1986	10	31	115
1986-1987	<u>6</u>	<u>10</u>	<u>224</u>
TOTAL	32	109	400+

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UTAH STATE UNIVERSITY
MEMORANDUM OF UNDERSTANDINGREPORT FOR EVALUATION
BY
S&T/RUR**OBJECTIVE I: Strengthening Partnership**

Indicators: The University has substantially increased its level of support to AID since 1982 in critical program areas and especially during the last three years 1984-87. For example, during 1976-78 (the 3-year period prior to the PSG) USU contract and grant expenditures averaged \$1.65 million per year. In 1981-83 the average was \$3.2 million and in 1984-87 the average increased to \$5.1 million. The 1985-86 year VOB was \$5,997,000.

This expansion of USU's support of AID programs has been principally in four major areas where the University has special competence, e.g., irrigation and water resources, range management and other natural resources, agricultural extension, and arid land agriculture and livestock. Given the emphasis of AID's activities in drier climates such as North Africa and the Middle East, some of the increase in VOB would understandably come to USU without the PSG. However, the more than 3-fold increase reflects also the willingness of departments and colleges to be involved because of the PSG funds and the perceived reduction in "risk" of faculty being assigned away from campus.

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In addition to the five major assistance areas, there has been significant activity developed in the areas of human nutrition, economics, rural sociology, social services and women in development. International Centers of Excellence have been developed with some assistance from the PSG funds, specifically, the International Institute of Rural and Community Development, the International Sheep and Goat Institute, and in 1988 the International Agricultural Technology Center will hold its first courses. These and other activities would not have been successful without the PSG support.

The PSG has had a significant effect on the consistency of the level of faculty involvement. Table 1 shows the FTE data from 1983-87.

TABLE 1. FTE data from 1982 to 1987.

USU	YEAR					5-year Average
	1983	1984	1985	1986	1987	
TDY	3.1	3.7	4.9	4.2	4.8	4.2
Long-Term	<u>20.3</u>	<u>18.4</u>	<u>10.3</u>	<u>11.3</u>	<u>11.9</u>	<u>14.4</u>
Total	23.4	22.1	15.2	15.5	16.7	18.6
Non-USU						
TDY	1.0	1.1	2.8	3.5	6.1	2.9
Long-Term	<u>13.2</u>	<u>12.4</u>	<u>16.1</u>	<u>13.3</u>	<u>5.7</u>	<u>12.1</u>
Total	<u>14.2</u>	<u>13.5</u>	<u>18.9</u>	<u>16.8</u>	<u>11.8</u>	<u>15.0</u>
GRAND TOTAL	37.6	35.6	34.1	32.3	28.5	33.6

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For the past three years total USU FTE's have remained fairly constant while the non-USU FTE's under our contracts have reduced significantly. During the same years the VOB increased as a result of increased TDY, both USU and non-USU. The PSG allowed departments to remain committed to the AID projects.

There has been a 65 percent increase in faculty performing short-term consultant work. Use of non-USU long-term personnel reduced from 13.2 to 5.7 while the USU long-term personnel reduced from 20.3 to 11.9.

USU brought to a successful conclusion two major (large) projects during the past three years in Morocco and Somalia. Both projects had high numbers of long-term TA. With PSG funds USU was able to smooth out the FTE commitment while three smaller projects were brought on line, i.e., Nepal, Ecuador Sheep and Ecuador Dairy, with a total of nine long-term positions.

OBJECTIVE II: Human Resource Development

The PSG funds have been used to augment the development of faculty, staff and students.

Over the five years of the grant, participant students obtained degrees under AID financed training grants and trainers received short-term technical training. Programs started under the auspices of PSG funding include experiential travel for potential overseas faculty, language training, course development, attendance at international workshops, overseas

File

short courses and graduate student internships and project assistance. Table 2 summarizes our activity.

TABLE 2. Human resource development (PSG) summary.

Category	YEAR						Total
	1982	1983	1984	1985	1986	1987	
Participants							
Academic	32	41	38	44	61	75	291
Technic	63	71	124	225	239	275	997
Language Training							
On Campus				3	2	1	6
Off Campus					1	2	3
Experiential Travel				1	2	2	5
Courses				2	5		7
Workshops-O/S				1	1	1	3
Graduate Students							
On Campus				2	2		4
Off Campus					1		1
O/S Short Courses						1	1
Internships				1	1		2
Project Assistance				1	2	1	4
VOB (participants)							
Academic		*		92,056	103,204	179,306	374,566
Technical		*		<u>334,550</u>	<u>664,665</u>	<u>742,695</u>	<u>1,741,910</u>
Total				426,606	767,869	922,001	2,116,476

*Data not available at this time

OBJECTIVE III. Strengthened Institutions.

A. L.D.C. Institutions - 6 examples

1. Nepal Institute of Agriculture and Animal Science II.

The IAAS-II is a follow on to IAAS-I. The project is to advise and assist the faculty and staff in Animal Science and Extension and provide hands-on training. The Institute is new with a young faculty and inexperienced staff. Three long-term advisors and one recurring short-term advisor plus numerous TDY's serve on the contract. A computer lab and a veterinary diagnostic lab have been designed and equipped.

In addition to contract activities designed to strengthen the institute as a whole, PSG funds have been used to provide pedagogy workshops in Nepal. USU faculty take advantage of experiential travel arrangements and conduct workshops designed to strengthen and enhance the faculty teaching and demonstration capabilities. USU faculty receive valuable O/S experience at the same time. USU provides logistical and technical backstopping. Two workshops have been held and two more are planned.

The IAAS-II has three levels of training, i.e., academic, technical, and support staff. Fifteen advanced degree candidates have been placed in regional universities. USU invites senior IAAS faculty to campus for three to six months for updating. PSG funds

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are utilized where necessary for activities deemed valuable but not provided under the contract.

2. Somalia Farm System and Extension Training Project 1981-87. This project was designed to provide assistance that would revitalize the National Extension Service of Somalia. The major objectives were to adopt improved crop production and management practices to Somali conditions so farmers could economically utilize them and to develop an extension system that would serve the needs of the agriculture sector which the GOS could support financially.

The contract provided for all in-country activities but accomplishment of the objectives required a strong support structure on campus. PSG support was used to develop campus backup units to provide service in purchasing, library, instructional media and coordination of workshops.

USU provided experiential travel grants to selected faculty to assist with the courses taught in Somalia and perform evaluations.

The project was successful in creating a functional extension system suitable for Somali. Dr. M.A. Nur, Vice Minister of Agriculture, commented on the project, "Most people don't realize how much has been accomplished by USU in this project unless they

were involved from the beginning and able to recognize the enormous changes that have taken place."

USU was able to design, evaluate, redesign, and implement institutional training and development.

Somali now has:

- a. Pre-service training of secondary school graduates who will work in the Agriculture sector.
 - b. A system for agronomic method-and-result demonstrations at Extension Training Centers and in selected "key" farmers' fields.
 - c. A system for supervision of field agents.
 - d. Agronomic "tech-paks" for farmers.
 - e. Inservice training for extension agents and university graduates who will serve as subject matter specialists.
3. Egypt Major Cereals Improvement Project, 1980-86. The main thrust of this project (through CID) was to strengthen the research, extension, and management capability of the National Agricultural Research Center at Giza. USU and other scientists were placed in supervisory and/or advisory roles to ARC in a wide range of disciplines. The project contributed significantly to the skills of scientists, technicians, and managers as is evidenced by the characteristics of the follow-on project--the National Agricultural Research Project (NARP). The NARP has fewer advisors

and the ARC is functioning by itself and is conducting the research activities. It is also providing service to the National Extension Service. The ARC is much more active in appropriate research, seed stock production, and providing services to farmers such as tech paks, soils, plant, and water analysis and fertility recommendations for all major crops.

4. Development of Technical Services for On-Farm Water Management, Dominican Republic, 1984-88. The project is designed to train technical personnel who will work with farmer organizations and farmer groups who will actually take control of the operation and management of local and district irrigation systems. Training has been provided for water user groups and organizations in the operation, maintenance, and water scheduling of irrigation systems. USU has provided training in modeling, soil and water management, and computerization of the scheduling.

In addition to academic training, 50 participants have attended short courses at the International Irrigation Center (IIC). The IIC uses curriculum, video tapes, and other instructional media developed with the help of PSG funds. Some "core staff" for the IIC are supported by PSG funds.

At the end of the project, the individuals trained

will manage their own system as well as provide their own training.

5. Morocco Department of Range Science Project, 1980-85.

The Morocco Department of Range Science project was a specific institution building project. Curriculum was built, administrative organization was put in place, faculty were trained, and the physical facilities were upgraded. Virtually all aspects of the contract were successful. However, one of the important spinoffs is the establishment of a branch of the USU IIC which now functions at the University of Rabat. It provides a site for water resources training in West Africa in the French language. The establishment of the branch location is a direct result of the availability of PSG support.

6. Ecuador National Sheep Producers Association and the Ecuador Dairy Herd Improvement Association, 1985-90.

These two projects are designed to strengthen these two private sector institutions.

The Sheep Producers Association (ANCO) is made up of small flock owners. Under the contract USU has assisted them to establish an organization which provides extension services to the members in sheep management, marketing, importation of livestock, and the use of by products. Ecuador, which was once self-sufficient in meat and wool, can return to self

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sufficiency if the ANCO is allowed to continue to function as planned.

The Ecuador Dairy Herd Improvement Association (EDHIA) is a private organization of major dairy operations producing milk and milk products. Serious dairy herd health problems have held production way below genetic potential. USU experts are solving the health problems and instructing dairymen in methods to maintain health of the dairy cows and increase milk production.

USU has a 9-month dairy herdsman's course that is offered on campus. Under the International Institute for Agriculture Technology (IIAT) the course will be shortened, translated, and given in Ecuador as a pilot project for the EDHIA. PSG funds will support this type of activity in development stages until they can become self-sustaining under the IIAT.

B. U.S. Institutions

Numerous new activities and facilities at USU have been developed with MOU/PSG support. A list and description follow, but one of the most important effects is not measurable quantitatively! The funding support available through the MOU/PSG has changed the often observed attitude of department heads and college deans from one of "allowing" faculty to be involved in international activities if they desire and if there is no significant risk to the department

to one of actively seeking opportunities for involvement. Some departments such as education receive minimal amounts which they match and use in seeking ways of becoming involved. Others, especially in the major activity centers (Engineering, Agriculture, Natural Resources, Extension, and Sociology) have significant on-going programs and constantly seek additional opportunities and ways to strengthen their efforts.

Some examples of the strengthening of USU as an institution with PSG support.

1. The International Range Science Library. An impressive collection of publications, books, and media materials from sources world wide.
2. The International Institute for Rural and Community Development. Organized to assist social development activities. Provides expertise in the field and assists in the writing of USU proposal to assure social soundness.
3. The International Sheep and Goat Institute. Organized by USU small ruminant specialists in 1972 to provide expertise world wide. Its activities have been greatly enhanced by the MOU/PSG.
4. International Studies Certificate. Undergraduate students studying in most disciplines at USU can receive an "International Certificate" added to their

graduation diploma by completing a selected curriculum of internationalized courses and foreign languages.

5. Experiential Travel. Promising faculty are given an opportunity to travel and assist a project. This exposes them to the overseas experience and provides them with insight into international students' needs. They are better teachers and researchers and are more likely to accept a long-term assignment when an opportunity is presented.
6. Language Training. Individualized language training for selected long-term TA candidates is supported by MOU/PSG funds. USU expects to utilize more in this manner because our French language capability is not strong compared to other languages.
7. University Linkages. USU is developing linkages with institutions where we have contracts. At present negotiations are being held in Nepal and Morocco. These are viewed by us as valuable long-term educational and academic relationships and will increase the long-term impact of our activities in the LDCs. The linkages will enhance our ability to attract students and provide them with appropriate quality education and training.

OBJECTIVE IV. AID Responsive University Resources.

One of the important facilities that AID uses at USU is the TDY consulting capabilities of the International Irrigation Center (IIC). In 1987 approximately 45 percent of the USU's AID VOB was activity in the College of Engineering which includes the Utah Water Research Laboratory, Agricultural and Irrigation Engineering, the IIC and Civil Engineering. This is a significant increase over past years when Engineering VOB was \$1,042,440, \$1,352,714, \$1,985,169, and \$2,477,025 for '83, '84, '85, and '86, respectively.

College of Agriculture VOB and FTE's have increased due to the "bridging" effect of the PSG funds. Three long-term faculty returned from long-term O/S assignments. Two received temporary supplementary salary assistance before returning overseas after two years. The third used PSG funds for support while Nepal and Ecuador contracts were coming on line. The Ecuador contracts were developed under the collaborative assistance mode, i.e., writing of the project paper, negotiation of contract and budget, and implementation, all done collaboratively with USAID/E, GOE and Utah State University.

Prior to 1980 the majority of USUs VOB and FTE's with AID were supplied in arid land crops, soils, and seed production with natural resources and water resources being important but secondary inputs. In the years since the PSG/SMOU began, the emphasis has changed to the latter two major areas to respond to

the perceived needs of AID in the water deficit areas of the world.

In summary, faculty have been available to prepare proposals for Nepal, Ecuador (2), Dominican Republic, Pakistan, India Water Resources, and a WID activity, all of which were successful. Proposals prepared and submitted but pending include WMS III, Ecuador Sheep and Dairy extensions, Egypt NITI, Egypt Training (NARP), Egypt irrigation (2), Sudan Reforestation, Liberia Education, and Nepal Institute of Forestry. USU submitted a proposal on the world wide Nutrition and Social Marketing project and was unsuccessful. USU will submit bids on Somalia Shebeli and Egypt Extension projects when they are advertized.

OBJECTIVE V. Core Faculty

USU does not maintain a "core faculty" for international activities. Obviously some faculty are more inclined by discipline, training, experience, and personal situation to serve overseas than others, but all faculty are encouraged to be involved. University policy states that each department should seek ways to extend the traditional research, teaching, and extension activities into the international arena. As a result, more than a hundred faculty and staff have served overseas on long-term assignments. Regular tenured faculty are encouraged to take short-term TDY assignments and liberal consulting time is granted on an extra-contractual basis.

However, there has been some reluctance on the part of some departments to really become committed to technical assistance programs. Risks to departmental research, teaching, budget commitments, and professional advancement whether real or perceived, were cited as the main reasons. The availability of PSG/SMOU funds has alleviated the budget concerns somewhat and where necessary, pre-departure and post-return activities have been covered until department funding is available. This has had a very significant effect on departmental attitudes.

Perhaps more important is the opportunity for departments to send promising young faculty overseas to give them experience and exposure to international activities. This will make decisions to take overseas assignments easier and the exposure makes them better teachers at the same time.

OBJECTIVE VI. University Focus.

USU has had an international focus since it was created 100 years ago (March 8, 1888). Colleges and departments became very active in 1948-49 when USU was one of five universities selected to assist the Point IV program. From 1950-1980 USU continued to be very active without formal policy statements. However, in 1981-82 a formal policy was adopted and our VOB has increased dramatically and several departments not previously involved have developed significant experience and capability.

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
AGENCY FOR INTERNATIONAL DEVELOPMENT
AND THE
UNIVERSITY OF FLORIDA

Pursuant to the authority contained in Title XII of the Foreign Assistance Act of 1961, as amended, the Agency for International Development ("A.I.D.") and University of Florida ("University") hereby enter into this Memorandum of Understanding ("Memorandum").

ARTICLE I - PURPOSE

Title XII of the Foreign Assistance Act, as amended, (hereinafter referred to as Title XII) has as its broad, overriding purpose to marshal the human and institutional resources of eligible universities, in a more effective partnership with A.I.D., in order to train people and develop and strengthen self-sustaining institutions serving agriculture and rural life in developing countries. The ultimate objective of this partnership is the prevention of famine and freedom from hunger -- to be realized by provision of long term support to the application of science for solving food and nutrition problems in developing countries; by improving U.S. university involvement in AID's efforts to apply science to the goal of increasing world food production; and by strengthening the capabilities of individual universities in program related institutional development.

The commitment of eligible universities of the United States to participate in A.I.D.'s international agricultural programs is recognized as vital in providing sustained support for helping the developing countries to solve their food and nutrition problems. At the same time, the commitment of A.I.D. to a long term relationship with universities also is recognized as essential if universities are to achieve their full potential in assisting A.I.D. to accomplish its mission.

This Memorandum establishes the initial framework for a collaborative relationship and understanding between A.I.D. and the University, and provides broad guidelines for the joint planning and implementation of international food, nutrition, agricultural development, and related programs, under authority of the Title XII amendment. This Memorandum is also intended to facilitate the further development of an efficient and effective long-term partnership and working relationship between the University and AID in the conduct of mutually agreed upon components of the AID program and Title XII legislation. In furtherance of this purpose, it provides for joint development of a forward planning mechanism which projects the levels and kinds of services for long-term participation by the University in AID programs.

This Memorandum sets forth actions to be taken by AID and by the University which constitute a quid pro quo that will assure the University continuity of involvement in a longer term setting, and will assure A.I.D. of a more qualified, responsive, and effective university resource with greater capacity to support A.I.D.'s Title XII programs on a sustained basis.

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ARTICLE II - THE UNIVERSITY

1. The University has adopted and implemented policies and procedures which encourage faculty and staff involvement in international programs, and which demonstrate the commitment of its administrators to University involvement in such programs. A statement of these policies and procedures is included as Attachment A to this Memorandum.
2. The University has submitted to the Board for International Food and Agricultural Development (BIFAD) its data for the Registry of Institutional Resources (RIR).

ARTICLE III - DURATION, REVIEW, FORWARD PLANNING AND EXTENSION

This Memorandum is effective on the date of the last signature hereto and will remain in effect for five (5) years. In order to maintain a five-year forward term, the Memorandum may be extended for one year as mutually agreed by the parties at the time of each annual review and forward planning exercise discussed next below.

Annually, during the 4th quarter of AID's fiscal year, the parties will conduct a formal review and forward planning exercise. This exercise will cover all activities conducted under the MOU, including a review of ongoing implementation of policies and procedures under Articles II and V hereof. It will also include a review of projected activities for the next five year period. Forward planning will include identification of opportunities in terms of Title XII projects, programs of work of individual faculty, and research and training in order for A.I.D. and the University to achieve the levels and kinds of services which may be required. The parties may also mutually agree at that time on the extension of the MOU.

ARTICLE IV - EVALUATION

In addition to the review described under Article III, A.I.D., BIFAD or the University may request special reviews and evaluations of the implementation of this Memorandum at any time. The results of such reviews shall be reported in writing to A.I. D., BIFAD and the University.

ARTICLE V - COLLABORATION WITH SMALL INSTITUTIONS

The parties recognize that small institutions within the community of U.S. universities have significant talent and expertise in specific areas relevant to international development programs. It is agreed that maximum advantage should be taken of these resources in the design and implementation of A.I.D. and other projects, and that A.I.D. and the university should encourage the participation of, and collaborative relationships with, small institutions in the conduct of Title XII programs.

ARTICLE VI - UNIVERSITY PARTICIPATION

1. The University agrees to use its best efforts to provide personnel from its regular or long term faculty and staff for long term participation in Title XII programs in cooperating countries as follows:

A. Subject Matter Concentration

1. Farming Systems Research and Extension
2. Humid Tropical Food Crops and Livestock Production
3. Tropical Plant Protection
4. Institution Building
5. Low Fossil Fuel Energy Systems

B. Long Term Staff Assignments Abroad

Person-years per fiscal year of professional services in long term faculty and staff assignments abroad.

<u>Fiscal Year</u>	<u>Person Years per Fiscal Year</u>
1983	14
1984	14
1985	14
1986	14
1987	14

For purposes hereof a long term staff assignment abroad means an assignment to work on an AID funded Title XII activity in a cooperating country continuously for one year or more.

C. Short Term Staff Assignments - Short-term professional services funded under the indefinite quantity contract (IQC) provided for in Article VIII-3.

Attachment B specifies the number of long term staff currently assigned abroad and projected to be assigned abroad under Title XII contracts and grants.

2. Staff Changes. The levels of professional person-years may be adjusted by amendment to this Memorandum in accordance with findings of the review made under Articles III or IV, or as otherwise agreed.

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ARTICLE VII - SUSTAINED A.I.D. SUPPORT

For the term of this agreement, A.I.D. agrees to use its best efforts to support the level of person years of professional services in the subject fields as specified in Article VI-1 above. Such efforts shall be directed as follows:

A. Alternative Program and Project Opportunities. In order to provide sustained employment at the specified levels, A.I.D. agrees, subject to the availability of funds and the mutual agreement of the parties, to provide the University with alternative program and project opportunities.

B. Program Support Grant. The Program Support Grant discussed next under Article VIII - 2 may be used, as an alternative to A above, to sustain, for interim periods, the employment levels specified in Article VI-1-B. The non-matched portion of the Program Support Grant (stipulated as component B in Article VIII-2) will not be used for interim support at levels in excess of those specified in Article VI-1-B.

C. Other Alternatives. If, during any interim period, the University has not achieved A.I.D. support at the specified levels of long-term staff assignments abroad in Title XII areas under various other agreements between A.I.D. and the University, and so requests, A.I.D. will otherwise seek to the maximum extent practicable, to sustain those levels of employment. Such sustaining may be realized through the placement of staff members into activities funded by A.I.D. under contracts, grants or cooperative agreements with other entities; temporary assignments of the University's permanent employees in accordance with the applicable provisions of a Dual Path Employment Agreement (DPEA), or the Inter-Governmental Personnel Act (IPA), as implemented by A.I.D.

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ARTICLE VIII- AGREEMENTS AND FUNDING

1. Contracts and Grants. Funding for university participation described in Article VI will be available through contracts, grants, and cooperative or other agreements secured by the university from A.I.D. under applicable acquisition and award procedures.

2. Program Support Grant (PSG). A.I.D. will utilize a "Program Support Grant" to fund the maintenance of long term professional support of A.I.D.'s foreign assistance programs, and for the conduct of other university activities directed toward sustaining and upgrading Title XII performance capabilities, and fulfilling the objectives of Title XII directed efforts. Subject to the availability of funds, the annual amount of the program support grant will be ten percent of the annual average of A.I.D. business for the immediate past three years up to a maximum of \$300,000 per year. Unexpended funds can be accumulated under the Program Support Grant in an amount not to exceed the total of amounts that could have been obligated to the grant over the immediately preceding three years. While the grant will be for support of A.I.D.'s programs, the University shall have maximum responsibility and flexibility in managing the grant. The grant will specify that A.I.D.'s funds will be in support of the following activities:

- A. to mobilize its professional and institutional resources, prepare its staff, focus relevant aspects of its research and educational programs on LDC problems and otherwise increase and maintain its capacity to participate in Title XII and related activities in the LDCs. Expenditures under this category are not meant to replace items normally included in grants and contracts.

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B. to meet unanticipated interim costs associated with core staff, programs and position when not assigned to funded Title XII activities.

PSG funds made available to the University by A.I.D which are utilized for functional component A above, will be matched dollar for dollar by the University with non-federal contributions.

PSG funds utilized for functional component B above, will not be matched by the University.

The Grantee shall bear all indirect or overhead costs incurred as the result of performance under the PSG. Neither AID grant funds nor the Grantee's matching non-Federal contributions can be used for payment of such costs.

3. Indefinite Quantity of Contract for Short-Term Advisory Services. -- A.I.D. may request short term professional services from time to time through its missions, regional, or Washington offices. Such short term services shall be defined and funded under an indefinite quantity contract (IQC) between A.I.D. and the University.

4. A.I.D. Employment and Interchange Programs. - The University's permanent employees may be assigned to A.I.D. missions and regional or central bureaus by mutual agreement of the parties. University employees would be

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engaged and funded in accordance with the applicable provisions of the Joint Career Corps(JCC), or the Inter-Governmental Personnel Act (IPA), as implemented by A.I.D.

UNIVERSITY of FLORIDA

UNITED STATES OF AMERICA
Agency for International
Development

BY *Robert Q. Marston*
Robert Q. Marston

BY *M. Peter McPherson*
M. Peter McPherson

TITLE President

TITLE Administrator

DATE OCT. 25 1982

DATE OCT. 26 1982

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ATTACHMENT H

PERSONS CONTACTED DURING THE EVALUATION

University of Chicago	James R. Meiman *
University of Florida	Hugh Popenoe * Jack Van Horne *
Purdue University	Lowell Hardin *
Utah State University	James H. Thomas *
Washington State University	James B. Henson *
BIFAD	Duane Everett *
Agency for International Development	Curtis Jackson * Handy Williamson * Gary W. Bittner * Ken Prussner Steve Wingert Gary Lewis Garland Standrod Ervin Long (Retired)
Ohio State University	Fred Hutchinson
University of Nebraska	Robert Klies

* Participants in meeting on January 7, 1988 in AID/W
with regard to evaluation of the PSG/SMOU