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A.I.D.
Reference Center
Room 1656 NS

AID 1025-1 (7-71) (FACE SHEET)

NONCAPITAL PROJECT PAPER (PROP)

I. PROJECT IDENTIFICATION

1. PROJECT TITLE

Technical Assistance Methodology Development
(Abbreviated Title: TA Methodology Development)

APPENDIX ATTACHED ☒ YES ☐ NO

2. PROJECT NO. (A.I.D. 1053.1) 931-11-995-960

3. RECIPIENT (specify)
☐ COUNTRY
☐ REGIONAL ☒ INTERREGIONAL TAB

4. LIFE OF PROJECT
BEGINS FY 1970
ENDS FY continuing

5. SUBMISSION
☐ ORIGINAL
☒ REV. NO. 1 (PASA 971)
MONTH/PASA NO. OCT 71

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

A. FUNDING BY FISCAL YEAR	B. TOTAL $	C. PERSONNEL (1) $	C. PERSONNEL (2) MM	D. PARTICIPANT (1) $	D. PARTICIPANT (2) MM	E. COMMODITIES $	F. OTHER COSTS $	G. PASA/CONTR (1) $	G. PASA/CONTR (2) MM	H. LOCAL EXCHANGE CURRENCY RATE $ US = ____ (000 omitted) (1) U.S. GRANT LOAN	(2) CORP COUNTRY (a) JOINT	(b) BUDGET
1. PRIOR FY ACTUAL	136											
2. CURR FY 72	213											
3. BUDGET FY 73	158											
4. BUDGET +1 FY 74	120											
5. BUDGET +2 FY 75	125											
6. BUDGET +3 FY 76	95											
7. ALL SUBSEQ FY	*—											
8. GRAND TOTAL												

9. OTHER DONOR CONTRIBUTIONS *Continuing as long as methodological problems are of concern

(a) NAME OF DONOR	(b) KIND OF GOODS/SERVICES	(c) AMOUNT
SID, UNDP	Funds toward publication of T.A. Section	335,500

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER J. W. Green, A. M. Hirsch — TITLE Chief, Methodology Div, Social Science Officer — DATE 11/30/71

2. CLEARANCE OFFICER — TITLE — DATE

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

2. CLEARANCES

SUB/OFF.	SIGNATURE	DATE	SUB/OFF.	SIGNATURE	DATE
PPC	Arthur Handly (draft)		NESA/TECH, James Blume ([redacted])		
AFR/TAC	Princeton Lyman ([redacted])		TA/PM	K.S. Levick	
LA/DP, Jack Heller ([redacted])					

3. APPROVAL AA OR OFFICE DIRECTORS
SIGNATURE Joel Bernstein — TITLE AA/TA, Joel Bernstein — DATE 3/1/72

4. APPROVAL A.I.D. (See M.O. 1053.1 V/C)
SIGNATURE — DATE
ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT

NONCAPITAL PROJECT PAPER (PROP) #931-11-995-960

TECHNICAL ASSISTANCE METHODOLOGY DEVELOPMENT

INTRODUCTION

Over the past two decades a number of methodological problems and needs common to more than one technical field have evolved. This project is addressed to solving the problems and meeting these needs through a parallel series of activities each of which requires relatively small resources. Because of their functional interrelationships and the small inputs required by each, it has been decided to include ongoing and new activities in one project.

In order to present this project in such a manner that the various components can be understood more easily, an amplified matrix form of presentation has been used. This departure from the more conventional PROP format permits a presentation which highlights the character of each project component and at the same time explains their interrelationships. The goal and purpose statements cover the entire project as an entity. Statements of outputs, inputs and rationale are given for the whole project in summary fashion; each of the 11 discrete project components then is discussed in greater detail. The course of action section gives time scales and brief descriptions of sequential activities for project components. These time scales show that in the case of some components, which antedate the consolidated project, action began prior to their absorption into this project.

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Consolidation of Component Outputs-Inputs p.4
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Courses of Action ..... pp. 10-12

I. The Goal An increase in the effectiveness of technical assistance relationships and processes. (N.B.: Although TA methodology is essential, it is only one of several factors contributing to goal attainment including the quality of technology and the capital requirements of projects.)	Measurements of Goal Achievement 1. The numbers of advisors/technicians required per project is substantially reduced without sacrificing project scope and quality. 2. A greater proportion of agreements between host and intermediary institutions are sought to be renewed by both parties based upon a mutual perception that functional linkages between them meet their respective needs for institutional development. 3. A higher proportion of counterparts become able to perform their roles more effectively at an earlier stage in the project life. 4. A greater proportion of host institutions achieve viability at an earlier stage in a project's life.	Assumptions About Goal Achievement 1. TA practitioners in all technical fields are involved in a common set of relationships and processes for which a generic methodology can be identified and further developed. 2. Generic TA methodologies are descriptive of patterns of human social behavior and, therefore, are derived from applications of the social and behavioral sciences to the processes relationships of TA. 3. Bilateral technical assistance of the future increasingly will be reciprocal, i.e. both parties will be both donors and recipients. 4. Changing conditions and demands create an ongoing need to refine and adapt existing technical assistance methods and to develop new ones; therefore, the development and dissemination of TA methodology must be institutionalized both in "donor" and "recipient" countries. 5. Technical assistance of a transcultural intergovernmental character, both bilateral and multilateral, will continue to be sponsored for a number of years ahead.
II. The Purpose This project has a threefold purpose: (1) to develop specific components of TA methodology deemed to have major strategic value; (2) to provide TA practitioners with methodological guidance applicable to their operational requirements; and (3) to institutionalize capabilities to solve future methodological problems and meet new needs, and to disseminate the results to TA practitioners.	Conditions Expected at End of the Project This project, in substantially its present form but with new components replacing those whose objectives have been reached in the interim, is expected to be terminated by the end of FY 76 by which time the following conditions are expected to prevail to a substantial degree: 1. Use by both donors and LDCs of: a. better generic tools for design and execution of TA. b. devices and procedures to measure progress toward LDC national extra-economic goals (social development, "quality of life", etc.) c. greater sophistication in the theory and practice of building LDC development institutions of all types. 2. Leaders of TA teams selected and trained and performing in better accord with the position's functional requirements. 3. Regular flow to practitioners via periodicals and other means of best-available knowledge of TA methods and techniques. 4. Greater professionalization of TA united diverse disciplines around a more-or-less commonly accepted set of generic methods. 5. A network of institutions in the USA and in LDCs able to further improve TA methodologies and to teach them effectively to TA practitioners. 6. TA projects based on adequate knowledge of the relevant sociocultural entities within the host country.	Basic Assumptions 1. Crucial gaps in our understanding of TA methodology have been identified but others of importance, perhaps less crucial, will appear as those currently identified are filled. 2. Each methodology developed must be validated in one or more LDCs before dissemination. Therefore, LDC institutional capacity must be developed to assist in and ultimately to take the lead in evolving and testing better methods of TA. 3. The new methodologies can be diffused to become a part of the tool kit of TA practitioners through further development of existing communication channels amongst donor agencies, within the behavioral disciplines, and through international voluntary agencies. 4. There is an increasing recognition on the part of the major universities and other international development agencies of the need for a professionalization of the roles of TA personnel, over and beyond that conferred by their respective disciplines, by means of functionally-relevant selection criteria and training systems for transcultural TA. 5. A decrease in the number of TA personnel hired directly by donor agencies, and the greater reliance upon intermediaries using larger proportions of personnel new to overseas TA, argues for an acceleration of the systemization and dissemination of TA methodologies as a substitute for and improvement upon long term experience of TA professionals.

III. RATIONALE FOR PROJECT AS A WHOLE

The objective of this project is to increase the efficacy and efficiency of the technical assistance process, by developing and disseminating more effective technical assistance methods to TA donors and recipients and to their intermediaries. Over the span of the last twenty years, much has been learned about technical assistance methods, but little effort has been made to systematically record and test this knowledge; hence the need to do so now for the future. On the other hand, there is much that we do not know, or about which we know insufficiently to promulgate; hence the need for identifying present gaps in TA methodologies and then to formulate study-research activities to fill these gaps. Finally, we need to develop the capacity of selected institutions, both U.S. and LDC, to develop and disseminate improved methodologies so as to serve the needs, as they develop, of both donors and recipients of TA over the next two or three decades.

In the broadest sense technical assistance methodology is concerned both with the methods and techniques which are peculiar to a specific technology, such as agriculture, and with those which are common to two or more technical fields, that is, are generic to the TA process. This project is concerned with the generic, but does not entirely exclude those which are the province of one technical field. Even so limited, achieving the project purpose requires a diversity of approaches, primarily because methodology is not itself substantive but is a qualitative dimension of all technical activity including technical assistance. For this reason it is extremely difficult to set boundaries based on theoretical grounds as to what is a proper concern and what is not. Rather we have followed a pragmatic course of choosing those activities which appear to be the most practical activities given the limited staff and other resources available to manage the project, i.e. those with the greatest pay-off in meeting both immediate and long-term needs for more effective methods.

The project also is cut to the cloth of resources available to manage it. The on-board permanent staff consists of two professionals, who may be augmented when two additional positions, now vacant, can be filled. Management considerations have loomed large in designing this project so that expectations stay within what can be achieved with this limited manpower.

The activities to be carried out under this project are a principle part, but by no means all of the Agency's efforts to improve its TA methodology. They are consistent with and supplementary to such other methodological innovations as the Institutional Development Agreement and the new PAR and PROP procedures. The products of each component of this project will be subjected to intensive review by the TA Methodology Advisory Committee before release for distribution.

RATIONALE FOR PROJECT COMPONENTS

I. Development of TA Methodologies

Although all TA planners, practitioners and managers use more or less well-articulated methods, for the most part these remain idiosyncratic. The components listed here have emerged as most relevant for future TA, and as most likely to give results commensurate with resources allocated within a medium-length time frame.

A. Team Leaders Manual: Leaders of contract and PASA teams increasingly are key links in implementation of technical assistance projects, especially those of an institution-building character, and are in a strategic position to apply improved methodology and feed back results for redesign and more efficient further implementation.

B. Selection of Team Leaders: As managers of teams and team efforts, team leaders are an important group on which to focus optimum selection criteria; criteria applied to them can, after validation, be adapted to serve fo selection of team members and, possibly, other TA practitioners, leading to improved personnel for the entire TA process.

C. Social Indicators: Understanding the techniques and methodologies pertaining to social measurements of social development is a basic requirement for country program as well as individual project design and evaluation

D. Field Project Methodologies: Typologies of methodologies actually used are basic tools for further methodological development, and offer opportunities for controlled experimentation in the methodological aspects of project design and management.

E. Source Book on Institution Building: Institution-building is a most important dimension of technical assistance. A source book which brings together the major extant papers, articles, etc. in an analytical framework can serve both practitioners and researchers in obtaining a better working knowledge of this subject.

II. Distribution of Developed TA Methodological Guidance

Though still tentative and less-than-perfect, methodological findings which have already been developed should be distributed (a) to be of operational benefit to TA practitioners and managers pending perfection of the methodology, and (b) to generate feedback which will help in further improving the methodology.

F. TA Section in Development Journal: A periodical is an excellent vehicle for guidance, and an effective forum for exchange of professional views. The IDR already has a large body of readers concerned with LDC development, and an expansion of IDR permits reaching a prime audience of TA practitioners in the USA and abroad.

G. Institution-Building (IB) Conferences: Conferences already held in U.S. and in LDCs have shown that properly planned and conducted, such conferences can introduce significant new ideas and can serve immediate needs for application of methodology (i.e., IB concepts) to project design, execution and evaluation.

III. Institutionalization of Capabilities in TA Methodologies

So long as technical assistance to the LDCs continues, so long will there exist a need to develop and distribute methodologies appropriate to the times, locales and their specific problems. Therefore, it is essential that institutions be developed to perform this function on a continuing basis over the next two or three decades. A 211(d) grant has been made to MSUIA for this purpose. The two components listed below will further institutionalize this capacity in the LDCs and in the USA.

H. LDC Behavioral Science Institutions: If their capabilities in TA methodology are to be further developed, LDC behavioral science institutions must be identified, their present capabilities assessed, and linkages created among them, and between them and US and other "donor country" behavioral science [illegible]tions.

I. USA Regional Consultative Seminars: American scholars from the social a[illegible]ral sciences are an important current institutional resource. These seminars are a means of tappin[illegible] methodological knowledge and skills at small cost, and at the same time identify academic resources fo[illegible]ure use.

IV. General Project Support

These "overhead" or "staff" activities, though productive in themselves, are required mainly in support of the other components of this project.

J. Staff Activities: Needed in order to maintain liaison and productive interrelationships with other units of AID, to mobilize additional resources for this project, and to utilize expertise of staff members themselves.

K. Other Project Support: Required for support of the project as a whole, and to meet the project's planning requirements.

Project Outputs - Consolidation of Project Component Outputs A,B,C,D,E,F,G,H,I and J (see attached)

Project Outputs	Project Indicators	Assumptions Underlying Production of Outputs
I. TA Methodologies Developed and Distributed: A. Team Leaders Manual B. Guidance and validated instructions for selection of team leaders C. Sector-specific social indicators and a methodolgy for developing country-specific social indicators D. Typology of project methodologies derived from documents. Typology of project methodologies derived from field observations E. Source Book on Institution Building II. TA Methodological Guidance Distributed F. A Section published quarterly in International Development Review G. Institution-Building Conferences held in requesting LDCs and proceedings distributed. III. Capabilities in TA Methodologies Institutionalized H. An inventory of LDC behavioral science resources. World regional conferences of LDC behavioral science institutions; conference proceedings produced and distributed. IV. General Project Support J. Staff Activities K. Other Project Support	A. Mid-FY 73, distributed to AID contractors, PASAs, donor agencies. B. End-FY 72, guide distributed to same. End-FY 73, instructions distributed to same. C. Mid-FY 73, sector-specific social indicators distributed to same plus host countries. Mid-FY 74, methodology distributed to USAIDs, other donor agencies, and host countries. D. Mid-FY 73 to same. Mid-FY 74 to same. E. Mid-FY 73 to same plus contractors and university libraries. F. Third quarter CY 72 initiated with 24 pages. First quarter CY 73 initiated with 36 pages. 5,000 copies of each issue distributed to Agency and UNDP TA direct-hire and contract. G. FY 72 - 3 conferences held. FY 73 - 2 conferences held; 500 copies proceedings distributed to USAIDs, other donor agencies, host countries involved, AID TA contractors. H. Mid-FY 73: distributed to same plus participants in conferences. End-FY 73: 2 conferences held, proceedings distributed to same. End FY 74: 2 conferences held, proceedings distributed to same. I. FY 72 - 5 conferences held and reports distributed. J. End-FY 72: Research proposal formulated. Close liaison with MUCIA project cemented. K. End-FY 72: 4 papers and reports for internal use.	N.B.: These assumptions are specific to the production of particular outputs. See attached Project Component Output statements A-J for those which apply in each case.

Project Inputs-Consolidation of Project Component Inputs, A,B,C,D,E,F,G,H,I,J, and K (attached)

Inputs

Budget & Schedule	FY 72 Amount	FY 72 Components	FY 73 Amount	FY 73 Components
Consultants (man-months)	3.5	B,C,J	3.0	B,C,J
Staff-time (man-months)	30.0*	A-J	30.0*	B,C,D,F,G,H,J
Graduate Work-Study (man-months)	8.0	C,J	8.0	J
Contract Services				
Short-term, under $2500 each	$ 13,500	D,H,K	$ 4,000	K
Long-term, over $2500 each	$103,000	A,B,C,E	$143,000	B,C,D,G,H
Conference Proceedings and Papers	$ 9,000	G,I	$ 4,000	G,H
Grant	$ 67,195	F		
Travel, non-remunerated consultants	$ 20,000	I,J	$ 7,000	J
Total Funding	$212,695		$158,000	

* Projections based on two positions filled all of each FY, and one position filled only 6 months in each FY.

Assumptions About Management of Inputs

N.B. These assumptions are specific to the management of particular inputs. See attached Project Component Input statements A-K for those which apply in each case.

A. Project Component: "Team Leaders Manual"

Outputs	Output Indicators	Assumptions Underlying Production of Outputs
A manual, prescriptively describing the position-role of the leader of a technical assistance contract team, published and distributed.	Distribution by mid-FY 73 (1) to all AID contractors and PASA agencies in sufficient numbers for their present personnel and expected additions over two-year period, (2) to all donor agencies who purchase for their contract personnel; to libraries by purchase from publisher; to all TA donor agencies for distribution to selected host country officials as functionally required	1. Leaders of technical assistance contract teams require operational guidance in institution-building theory and methods, internal team management, relationships with host institutions, host governments, and other donor agencies, and in the process of transculturation. 2. The draft manual obtained from the contractor is suitable for publication after usual review and editing by AID/W. If manual requires drastic rewrite, add six months to publication time.
Inputs	**Budgets and Schedule**	**Assumptions About Management of Inputs**
FY 70: Contract Services - N. C. State University 24 man-months-professional 6 man-months-secretarial 15 days - consultants Travel Material and supplies	(FY 70: $110,000)	1. Contract will be signed with Government Printing Office or commercial publisher, providi for attractive format, maximizing sales and impact. 2. Publication will be attractive and rugged in format. Arrangements will be made to have available for sale to interested libraries, institutions and individuals, and to have it reviewed in professional journals.
FY 72: Publishing the manual (contract or GPO) Staff time and travel	$12,000 - for publishing costs - signed by 3/72 FY 72 - 2 man-months	

B. Project Component: "Selection of Team Leaders"

Outputs	Output Indicators	Assumptions Underlying Production of Outputs
1. A tentative guidance to a process for selecting team leaders who are able to perform technical, managerial, planning and supervisory functions inherent in the role, prepared and distributed. 2. Packets of validated instructions for the selection of team leaders prepared and distributed.	1. Field data consisting of about 400 critical decision-making incidents, collected, analyzed, and reported by third quarter of FY 72. 2. Distribution of guide by end of FY 72 to all contractors and PASAs of AID and to all donor agencies. 3. Article in TA section of International Development Review by end of FY 73. 4. Packets distributed by end of FY 74 to all contractors and PASAs of AID and to other donor agencies.	1. The trend toward greater use of contract teams in place of direct-hire personnel for TA projects increases the relative importance of team performance which is in large part limite by performance of the team leader, and greater discernment now must be exercised by those involved in his selection. 2. The position-role of contract team leader is sufficiently differentiated in its technical managerial, planning and supervisory functions to require a unique methodology for the selection of occupants of the position. 3. There is at present a vacuum of guidance procedures for selection of contract team leade by U.S. universities and government agencies, including AID.
Inputs	**Budgets and Schedule**	**Assumptions About Management of Inputs**
One consultant - psychologist Contract Services - 2 behavioral scientists Staff time	Man-months: FY 71 - —; FY 72 - 1.5; FY 73 - 1.0 FY 72 - $50,000 signed by 15 April 1972 FY 73 - $40,000 signed by 15 Jan., 1973 Man-months: FY 72 - 1.0; FY 73 -1.0	1. In absence of staff psychologist we will be able to continue using consultants to explore feasibility of applying critical decision-point theory, analyzing the 400 cases gathered, establish basis for contract to validate procedures and evaluate results. 2. A number of universities will cooperate in the validation process by making available current team leader selection procedures, access to comparative data on team leader performance, etc. 3. Validation of the selection procedures, a very complex procedure, will prove to be feasible given small amount of inputs.

C. Project Component: "Social Indicators"

Outputs

As a first tranche of improving AID understanding of programmatic implications of social indicators as a methodology of planning and evaluation:

1. Sets of suggestive sector-specific social indicators, (and non-economic aspects of economic indicators with social significance) and methods of evolving these in and for selected LDCs, prepared and distributed.
2. A suggested methodology to develop country-specific sets of social indicators, in part relying on data already being generated for other purposes, prepared and distributed.
3. Other subactivities in support of the Task Force, as called for.

Inputs

FY 72: A Task Force of which TAMD serves as staff support
4 short-term contracts to provide bibliography, sectoral indicators, and in one LDC an inventory of data systems which can serve for social measurement purposes.
1 graduate student on work/study program, 4 months.
Staff time: 2.0 man-months; consultant: 1.0 man-months

FY 73: A 1-year contract for formulating and testing a methodology in two LDCs; consultant: 1.0 man-months
Task Force time; staff time: 4.0 man-months.

Output Indicators

1. Distribution to USAIDs, host countries, and other TA donors, by mid-FY 73.

2. Distribution to USAIDs, host countries, and other TA donors, by mid-FY 74.

Budgets and Schedules

FY 72: Up to 5 contracts totaling $20,000
Graduate student (not from project funds) - begin Oct 71, end April 72.

FY 73: Contract or contracts, $50,000.

Assumptions Underlying Production of Outputs

1. Evolving from the current social indicators movement guidance and principles applicable to developmental work such as that performed by AID and its host-country counterpart institutions slow and difficult task, to be pursued over time and involving here only a first tranche. This phasing is justified because it now is not possible validly to chart the total effort to be mad
2. There is an increasing awareness on the part of most countries, more-developed and less-developed, that it is necessary to acquire sets of measurements which can tell decision-makers social dimensions of society and the manner it is changing.
3. Methodology of social indicators is as yet imperfect but already is sufficiently advanced t enable cooperative efforts with some LDCs to enable them to make social value assessment, creat selected indicators of values, and identify partial systems of data gathering and analysis in s port of such indicators.

Assumptions About Management of Inputs

1. Task Force representative of AID is valuable device for guiding TAMD in this component.
2. In order to produce sets of sector-specific indicators, technical offices need the assistan professionals in the current state-of-the-art of devising such indicators.
3. A sufficiently large pool of talent exists in the USA to man the short-term contracts propo
4. The short-term contractors' performance will provide guidance to the Agency in the selectic the one-year contractor.
5. Distribution of the sets of sector-specific indicators will stimulate at least two LDCs to for assistance in formulating and testing a methodology for developing country-specific social cators.
6. Consultants required are available for "state-of-the-art" advice and method of exploring ea new approach indicated.

D. Project Component: "Field Project Methodologies"

Outputs

1. A tentative typology of clusters-of-methods derived from project documents.
2. A validated typology of project methodologies derived from project documents for each major technical field and consolidated for all projects, prepared and distributed.
3. A typology of project methodologies derived inductively from observation in field.

Inputs

FY 72: 2 contracts
Staff time - 3.0 man-months

FY 73: 1 1-year service contract
Staff time - 3.0 man-months

Output Indicators

1. Evolved in a form suitable for testing and extension by a contractor, by mid-FY 72
2. Produced and distributed by mid-FY 73 to all AID Missions and TA offices and to all donor agencies.

3. Produced and distributed by mid-FY 74 to all donor agencies

Budgets and Schedule

FY 72: Contract for $2,500, issued Apr. 72
Contract for $2,500, issued May 72

FY 73: 1-year field service contract - $40,000, signed Nov. 1972.

Assumptions Underlying Production of Outputs

1. Methods and techniques tend to be used in TA projects in interrelated clusters, i.e. methodologies.
2. Project methodologies are for the most part implicit but require identification and categorization if they are to be explicitly improved.
3. The methodologies found in project documents are useful but are not representative of the rich tapestry of methods found in field project implementation.

Assumptions About Management of Inputs

1. Staff person making tentative typology has determined validity of this approach to project methodologies.
2. Advanced PhD level graduate-students or junior professors on part-time basis working closely with experienced staff person is best arrangement for validation of document-derived typology.
3. Awarding of field contract dependent on validation.

E. Project Component: "Source Book on Institution-Building"

Outputs	Output Indicators	Assumptions Underlying Production of Outputs
A source book of descriptive summaries of IB literature, key concepts and significant statements of relationships produced and distributed.	500 copies of 100-page book delivered to AID and distributed to USAIDs, contractors, donor agencies, host government and selected universities by 1 Nov. 1972.	1. The literature on IB consists mostly of mimeo and out-of-print papers difficult to obtain and overlapping in content. 2. Both practitioners engaged in actually building institutions in LDCs and scholars charged with extending IB theory will be saved from frustration at being unable to find most of the sources and from repetitive analysis of those sources found.
Inputs	**Budgets and Schedule**	**Assumptions About Management of Inputs**
A collaborative arrangement with MUCIA and the University of Missouri will permit AID to finance only a portion of the total cost of this undertaking. Staff time - 0.5 man-months	Contract for $10,000 to be signed in Dec. 1971.	1. The timing of the inputs to this activity is extremely advantageous in terms of the availability of an IB scholar on sabbatical.

F. Project Component: "TA Section in Development Journal"

Outputs	Output Indicators	Assumptions Underlying Production of Outputs
1. TA Section published quarterly in International Development Review. 2. Reprints of each TA Section distributed to TA personnel.	1. Two 24-page sections (articles, book reviews, interchange of views, etc.) published in CY 72. 2. Four 36-page section published in CY 73 and subsequent years. 3. 500 reprints of TA Section distributed to AID TA personnel, direct-hire and contract. 4. Other reprints distributed to UNDP personnel.	1. Articles on technical assistance are occasionally printed in social/behavioral science or other specialized journals not readily available to TA practitioners either as readers or as outlets for their contributions to TA. 2. The International Development Review is the best medium to serve as a TA forum and the most likely to become self-sustaining after initial 3-year period of subsidization.
Inputs	**Budgets and Schedule**	**Assumptions About Management of Inputs**
1. Grant to provide about 70% of cost of TA Section for two years to Society for International Development (SID), the publisher of the International Development Review (IDR). 2. Services of one AID (direct hire) Behavioral Science Officer/Editor to assist IDR staff for one year. 3. Staff time - FY 72 - 6 man-months FY 73 - 6 man-months	1. FY 72: 2-year grant of $67,195 to be signed by 1 January 1972 to provide for partial cost of production, salaries of editorial personnel, travel, writer's honoraria 2. FY 74 and future: additional funding may be required as a transition to self-sustaining states.	1. AID grant dependent upon grants of about 21% from UNDP, about 7% from Society for International Development, and from others about 2%. 2. Although the gathering of publication materials and editing are a responsibility of the grantee, SID will require assistance in establishing flow of high quality materials. 3. AID Behavioral Science Officer/Editor will begin work by March 1972 (no project costs) to provide initial backlog of articles, etc.

G. Project Component: "Institution-Building (I.B.) Conferences"

Outputs
1. IB Conferences held in requesting LDCs.
2. Conference proceedings distributed.

Inputs
1. Contracts for papers by nonconsultants and their invitational travel orders.
2. Purchase of conference proceedings.
3. Staff time -
   FY 72: 1.5 man-months
   FY 73: 1.0 man-months

Output Indicators
1. Three IB Conferences held by end of FY 72
   Two IB Conferences held by end of FY 73
2. 500 copies of proceedings of each conference held in FY 72 and 73, plus one held in FY 71, distributed to USAIDs, host governments and other donor agencies.

Budgets and Schedule
FY 70 - $10,000
FY 71 - $16,000
FY 72 - $11,000 - throughout year as required
FY 73 - $ 8,000 - throughout year as required
FY 72 - $ 4,000; FY 73 - $3,000
FY 74 and future - as required

Assumptions Underlying Production of Outputs
1. The institution-building conference is a proven low-cost stratagem with medium to high payoff in focusing attention of host country, neighboring countries, and donor agency personnel on a common conceptual framework and a common set of tasks in the planning stage of building or reconstructing a host country institution.
2. Missions and host countries will request assistance in holding conferences in the future as a result of payoffs obtained by other missions from holding similar conferences.

Assumptions About Management of Inputs
1. TAMD will be limited to role requested by missions and host governments.
2. MUCIA will be prepared to act as intermediary agent for this project component in furtherance of its objectives under the 211(d) grant.

H. Project Component: "LDC Behavioral Science Institutions"

Outputs
1. An inventory of behavioral science institutes and other behavioral science resources in selected LDCs produced and distributed to missions, donor agencies and listees.
2. Regional conferences held of representatives of LDC behavioral science institutions, including social and behavioral science components of universities.

Inputs
FY 72:
1. Contract for the compilation of an inventory of LDC behavioral science institutions and resources.
2. Staff time - 0.5 man-months

FY 73:
1. Contract to prepare inventory. Contract with MUCIA to supplement 211(d) funds to hold regional conferences.
2. Staff time 2.0 man-months

Output Indicators
1. A booklet containing the inventory, in 500 copies distributed by October 1972, serves to identify potential linkages.
2. Two regional conferences held by end of FY 73; one held by end of FY 74.
3. 500 copies of proceedings of each conference distributed within 6 months to the participating institutions.

Output Indicators
FY 72: $2500 contract to be let by March 1972

FY 73: $1000 to obtain 1000 copies of inventory. $5000 in 3 contracts with MUCIA for certain costs pertaining to holding three regional conferences.

Assumptions Underlying Production of Outputs
1. There are a number of trained behavioral scientists and some organizations of such scientists in most LDCs, but the latter are for the most part isolated from their respective national development efforts and in need of being built up as institutions capable of contributing to the definition and solution of problems of development.
2. TA is a unitary process which must involve LDC practitioners and scholars as well as those from donors, and LDC behavioral science institutions can play significant roles in developing donor countries.
3. Increasingly LDCs must assume responsibility for methodological improvement of the TA process.
4. Regional conferences will provide a means of establishing communication both within and between countries of a region and act as a stimulant to involvement of these institutions in their respective national development efforts.
5. Inventories will provide not only a basis for planning the regional conferences, but also will be useful as a medium for implementing other development plans.

Assumptions About Management of Inputs
1. The inventory and original conferences will concentrate on IB variables of doctrine, internal structure, etc., thus providing a common basis for shared plans of building institutional capacity through and following the conferences.
2. Development of the capacities of LDC behavioral science institutions in IB and TA methodology parallels the purpose of the 211(d) grant to MUCIA, hence the suitability of using MUCIA as the intermediary.
3. The inventory will make use of any surveys or inventories conducted by other institutions or organizations.

I. Project Component: USA Regional Consultative Seminars to Examine Field of TA Methodology

Outputs 1. 5 consultative seminars held, each composed of 20 behavioral scientists with expertise in TA methodology. 2. Consolidated summary of conference proceedings distributed to participants and others.	Output Indicators FY 72 - 5 seminars held, each of two days duration. FY 73 - 500 copies distributed by July 1972.	Assumptions Underlying Production of Outputs 1. Consultative regional seminars will enable TAMD to tap the expertise in TA methodology of a much larger group of scholars than could be included in an advisory panel, though such a panel may in time be formed from among those identified as having expertise particularly relevant to the work of TAMD. 2. Interaction amongst those chosen, beginning with a critical examination of what TAMD proposes to do will produce more appropriate theoretical approaches and fruitful project components than have emerged from the present essentially ad hoc approach of TAMD. 3. Seminars will identify expertise, both individual and institutional, for use in project execution.
Inputs 1. Travel of non-remunerated consultants. 2. Conference papers. 3. Staff time	Budgets and Schedule FY 72: $15,000 FY 72: $ 5,000 FY 72: 4.0 man-months	Assumptions About Management of Inputs 1. Sufficient numbers of academicians will devote their time for such professionally-related activity as planned for these seminars. 2. Pre-conference background papers which gather together and summarize the approaches of each of several disciplines (anthropology, sociology, social psychology, economics, and political science) to the TA process, will provide a basis for more fruitful discussions at the conference.

J. Staff Activities

Outputs 1. Maximization of positive interfacing and mutually profitable interrelationships between this project and MUCIA's IB and TA Methodology project (211(d) grant). 2. The basic design of a research proposal on the role relationships between the technical assistance advisor and the host-country counterpart. 3. Guidance for the project's social indicators component from the Task Force on Social Indicators and its consultants. 4. Guidance for the project as a whole from the Technical Assistance Methodology Advisory Committee. 5. Guidance to TAB task forces for Key Problem Areas on behavioral science aspects of each key problem. Inputs Meetings with MUCIA project staff; with consultants and other scholars and practitioners; with Social Indicator task force; and with advisory committee. Attendance at other professional meetings. Participation in Key Problem Area task forces and other working groups.	Budgets and Schedule Consultants: FY 72 - 1.0 man-month FY 73 - 1.0 man-month Staff Time: FY 72 - 9.5 man-months FY 73 - 13.0 man-months Graduate Student: FY 72 - 4.0 man-months FY 73 - 8.0 man-months Travel of nonremunerated consultants: FY 72 - $5,000 FY 73 - $7,000	Assumptions Underlying Production of Outputs Close liaison between the staff managing this project an others working on technical assistance methodology, or practicing technical assistance in operational or academ settings, is a vital requirements for the success of thi project. Assumptions About Management of Inputs Staff time is available on a carefully budgeted basis fo participation in conferences, meetings, etc.

K. Other Project Support

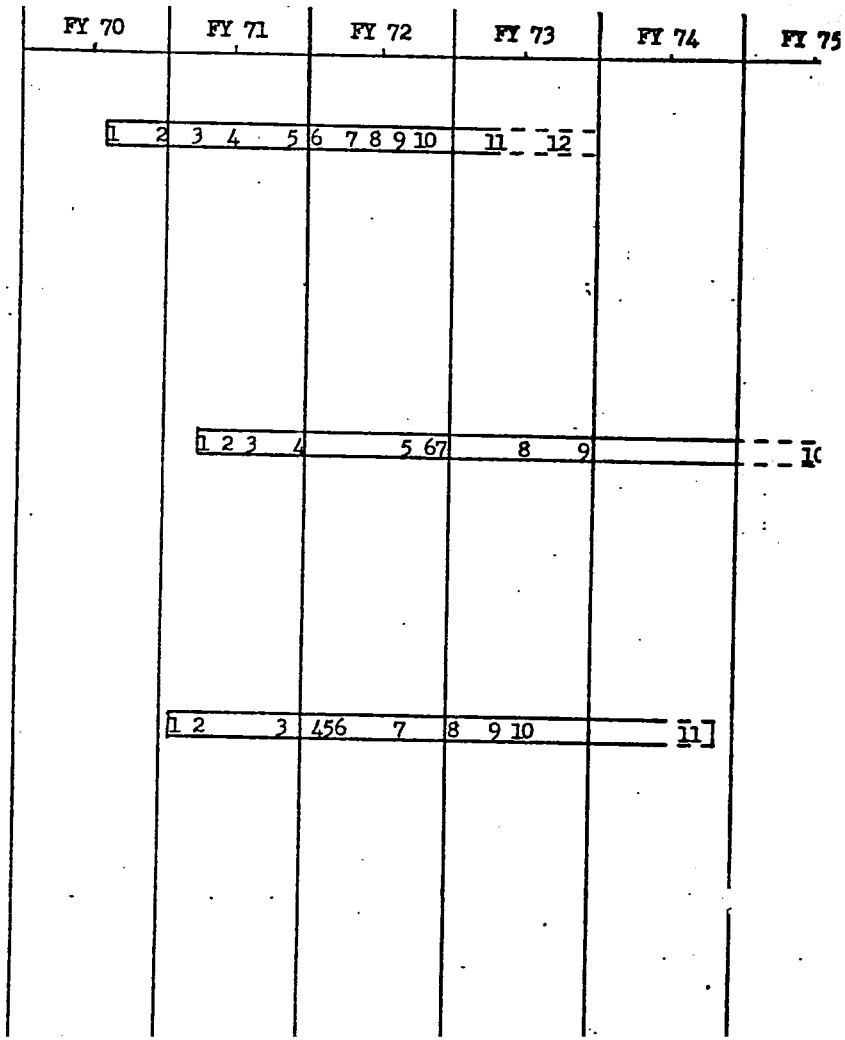
Outputs Papers and reports produced under short-term contract in support of the project as a whole, not elsewhere classified. Inputs 1. Contract services	Budget FY 72: $6,000 FY 73: $4,000 FY 74 & future: as required	Assumptions Underlying Production of Outputs Apart from outputs required for other project components, additional items of knowledge will be needed to further the goals of this project, some of which arise as targets of opportunity in the course of project implementation. Assumptions About Management of Inputs Qualified consultants are available who can produce research reports and papers as needed.

COURSES OF ACTION

A. TEAM LEADERS MANUAL
1. Project component initiated (Feb)
2. Contract let to N.C. State University to write Manual (June)
3.4.5. Workshops of writers and consultants (Sep)(Dec)(May)
6. Testing of Manual draft in FAO, Rome (July)
7. Testing of Manual draft in IICA, Montevideo (Oct)
8. Manual delivered to AID (Dec)
9. Manual circulated within AID (Feb)
10. Contract let with publisher (Apr)
11. Distributed within AID and to contractors, etc. (Oct)
12. Regional seminars, sponsored by regional bureaus, to introduce Manual (not part of this project)

B. SELECTION OF TEAM LEADERS
1. Project component initiated by TA/SSS (Oct)
2. Consultant employed to conceptualize problems (Dec)
3. Staff and consultant collect 400 critical decision-point incidents (Feb)
4. Consultant delivers preliminary analysis (June)
5. Consultant and staff prepare TA Guidance Series paper and article for IDR (Mar)
6. Contract let for ex post facto validation (May)
7. Guidance distributed to all contractors and PASAs of AID (June)
8. New tranche to validation contract let (Jan)
9. Packets of validated instructions delivered by contractor (June)
10. New project for concurrent validation

C. SOCIAL INDICATORS
1. Component initiated by AA/TA (Aug)
2. Formation of Task Force (Oct)
3. Meetings of TF with consultant (May)
4. Meetings on sector-specific indicators (Aug)
5. Graduate work/study program assistant begins work (Aug)
6. Annotated bibliography completed (Oct)
7. Contracts signed for sector-specific indicator reports (Mar)
8. One LDC social data system inventoried (July)
9. One-year contract for formulating and testing methodology (Nov)
10. Contract results distributed (Jan)
11. New component: AID responds to LDC reports



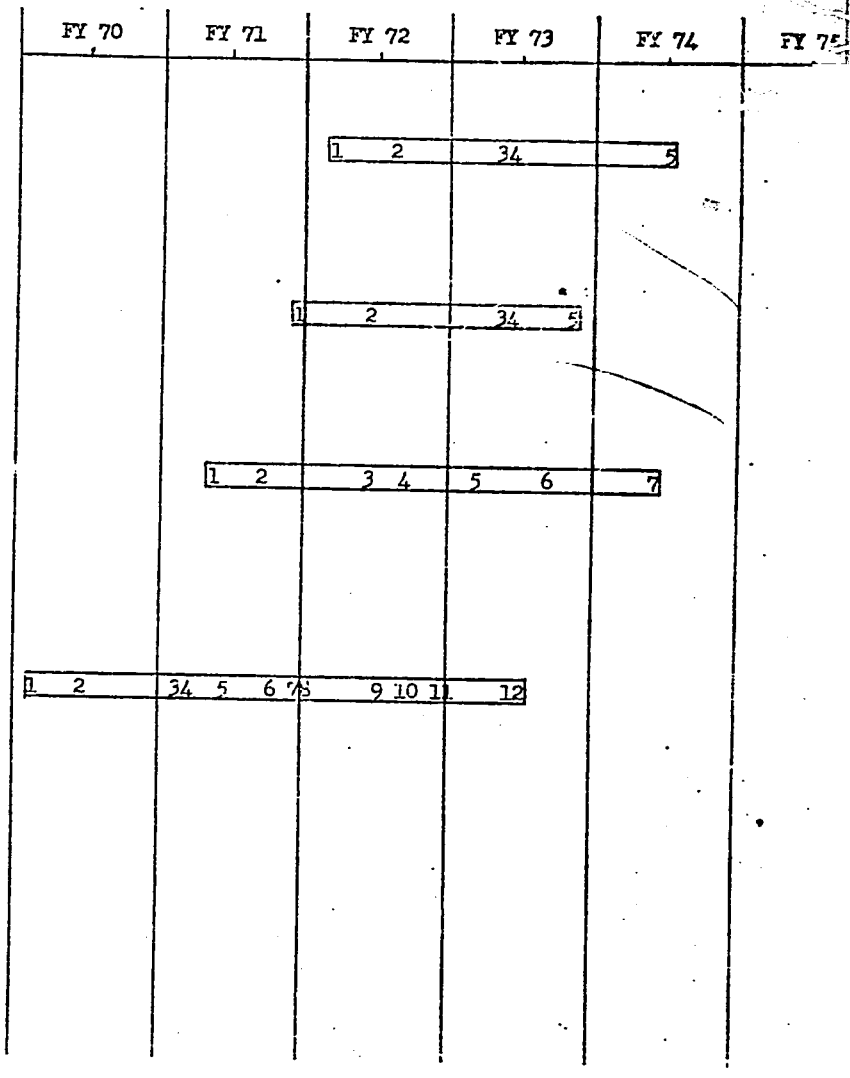
COURSES OF ACTION

D. FIELD PROJECT METHODOLOGIES
1. Staff study begins, tentative typology from program documents (Oct)
2. Contract for validation of document-derived typology (Mar)
3. Results of validated document-derived typology distributed (Mid-FY 73)
4. Contract let to produce typology derived from field projects (Nov)
5. Contract results distributed (Dec)

E. SOURCE BOOK ON IB
1. Initiate negotiations with MUCIA (June)
2. Contract let to MUCIA (Dec)
3. Source Book received and distributed (Nov)
4. Agreement with IICA to publish in Spanish, distribute in LA (Nov)
5. Spanish version published and distributed (May)

F. T.A. SECTION
1. Initiated action to publish in-house journal (Nov)
2. Decision to publish as part of IDR (Mar)
3. Grant to SID, complemented with funds from UNDP and SID (Dec)
4. Behavioral Science Editor on board (Mar)
5. First issue of 24-page TA section in IDR (Sept)
6. First issue of 36-page TA section in IDR (Mar)
7. Final grant to SID (Dec)

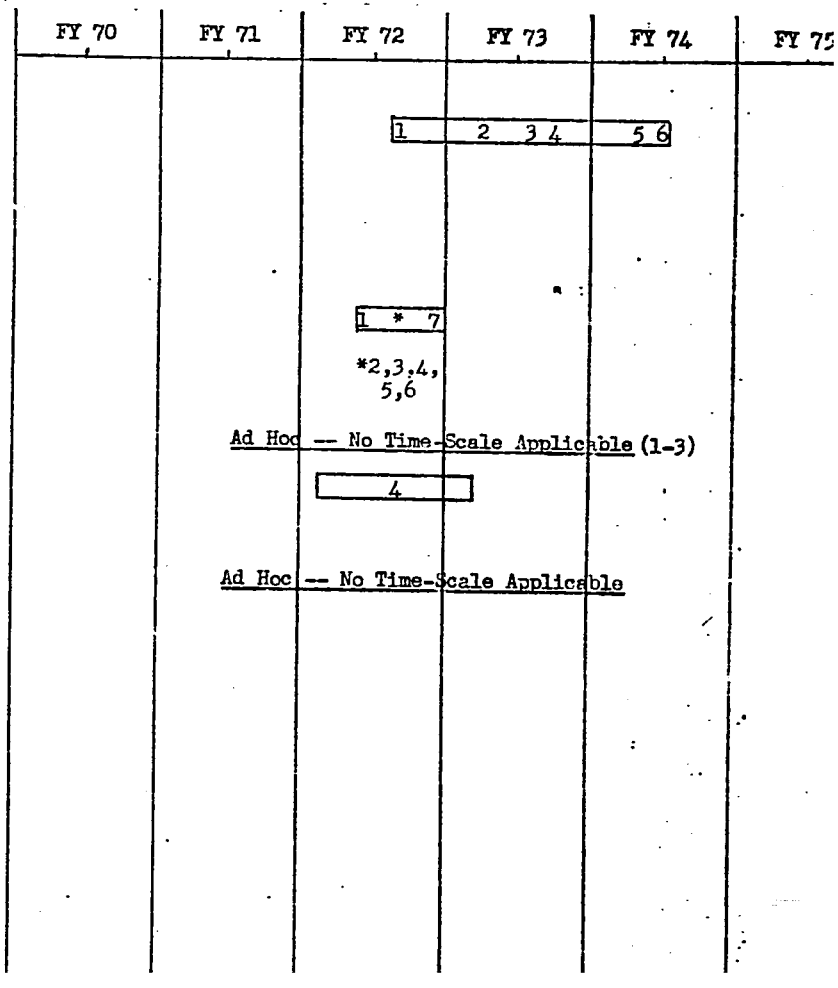
G. INSTITUTION-BUILDING (IB) CONFERENCES
1. Purdue Seminar Workshop on Ag. College and University Development (Aug)
2. Washington IB Conference (Dec)
3. Washington IB Conference proceedings published (Aug)
4. Utah State University IB Conference (Aug)
5. Airgram to USAIDs announcing assistance for IB conferences (Dec)
6. Utah Conference proceedings published (Apr)
7. Nepal IB Conference (June)
8. El Salvador IB Conference (July)
9. Nepal Conference proceedings published (Jan)
10. El Salvador Conference proceedings published in Spanish and English (Mar)
11. Two IICA IB Conferences (May/June)
12. Additional two IB conferences (Jan)



COURSES OF ACTION

H. LDC BEHAVIORAL SCIENCE INSTITUTES
1. Contract let for inventory of LDC institutions (Mar)
2. Inventory published and distributed (Oct)
3. Regional conference of LDC behavioral science institutes (Feb)
4. Regional conference of LDC behavioral science institutes (Apr)
5. Regional conference of LDC behavioral science institutes (Oct)
6. Consolidated conference proceedings published and distributed (Dec)

I. USA REGIONAL CONSULTATIVE SEMINARS
1. Contracts let for 5 pre-seminar papers (Dec)
2.3.4.5.6. Five regional seminars held (Feb,Mar,Apr)
7. Publication of consolidated seminar findings (June)

J. STAFF ACTIVITIES
1. Liaison with MUCIA 211(d) project
2. Task Force and Advisory Committee meetings
3. Other conferences
4. Planning for research project

K. OTHER PROJECT SUPPORT
1. Identify requirement
2. Identify potential source of information, report, paper, etc.
3. Contract
4. Utilize