

PROPOSAL FOR SUPPORT
BY THE AGENCY FOR INTERNATIONAL DEVELOPMENT
INSTITUTIONAL GRANT PROGRAM

FINAL

Beckwith

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PO-AAF-135
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NAME OF APPLICANT: The Midwest Universities Consortium
for International Activities, Inc.

DATE OF APPLICATION: 14 April 1971

TITLE: MUCIA Program of Advanced Study in
Institution Development and Technical
Assistance Methodology.

DURATION: Five years from the date established
by the Grant.

AMOUNT OF GRANT: \$1,000,000

SUMMARY:

The objective of this proposal is to establish a program to strengthen the expertise of the Midwest Universities Consortium for International Activities, Inc. in institution building and technical assistance methodology. This will be achieved through: (a) a coordinated program of research and training concerning overseas institution building and technical assistance methodology among the five major public universities which compose MUCIA; and, (b) creation of a document repository of the literature relevant to these areas which will make its information readily available to scholars and practitioners in concise and useable form. In addition to strengthening the capabilities of MUCIA and each of its five universities, the consortium approach is designed to facilitate the synthesis of previous research and the further advancement of both theory and practical application of institution building and technical assistance methodology.

MUCIA and its five member universities are committing themselves to provide long-term active and vigorous, innovative and coherent leadership, not only to an academic core program of research integration, research operations, training and a document repository, but also, through financial arrangements other than this Grant, to a simultaneous extension of the core program to meet the institution building and methodological needs of the developing countries.

1. PRINCIPAL OBJECTIVES.

The purpose of this Grant is to strengthen EUCIA's competence and enhance its capability to:

- a. *Conduct research and development which concentrates on such activities as the study of the process of institution building and the development of advanced models of that process. The program will also be concerned with adapting the experimental method to the analysis of technical assistance projects; defining the patterns of relationships and interactions between technical assistance advisors and their counterparts, and comparing the effectiveness of various approaches to the selection and training of technical assistance personnel;*
- b. *Disseminate the results of such research and development effort through various types of training and educational activities, publications, consultation, and advisory services; and,*
- c. *Collect and catalog relevant research findings and develop a retrieval system that will facilitate ready access to these findings.*

2. PROGRAM ACTIVITIES.

Major effort under the Grant will be applied to the study of the process of institution building and to the following supportive methodological concerns:

- a. *Adapting the scientific experimental method to the special requirements of technical assistance and incorporating the adaptation into the design of technical assistance projects.*
- b. *Researching the relationships and patterns of interaction between technical assistance personnel and their local counterparts, and relating the findings to such independent variables as age, technical competence, formal training, transcultural sophistication, and language command.*
- c. *Comparing the effectiveness of various approaches to the selection, training, and preparation of personnel for international technical collaboration.*

The remainder of activity under the Grant can be directed, at the discretion of the NUCIA Board, to exploration of one or more of the methodological concerns listed below. One or more may be given increased attention in subsequent years of the Grant, if progress reported at joint NUCIA/AID reviews indicates that the question(s) deserve(s) more thorough investigation.

- d. *Investigating means of incorporating reciprocal arrangements into technical assistance agreements and projects in order to move from a donor-recipient relationship to one of collaboration between reciprocating equals.*

- e. *Development of standards and procedures for socio-cultural analysis of project environments as a part of the planning and replanning of technical assistance projects, especially those projects whose outcome is dependent upon decision-making at the local level.*
- f. *Systematizing the pragmatic knowledge of and skills in technical assistance processes and relationships achieved by experienced technical assistance advisors and practitioners.*
- g. *Comparing the effectiveness of various channels and techniques of communication considered as an integral part of the technical assistance process.*
- h. *Refining current procedures and devising new ones for effective evaluation of technical assistance programs and projects and feedback to operational personnel.*
- i. *Analyzing the relative effectiveness of current approaches to selecting and training technical assistance participants in terms of their later role performance, and developing new, more effective approaches to training.*
- j. *Evaluating alternative methods of exploiting publications, laboratory and communications equipment, and other commodities as aids to the technical assistance process.*

Funds provided by this Grant will be used by MUCIA:

- i. To establish and staff a coordinating central directorate to provide leadership for the program.*
- ii. To engage faculty members to develop, implement, and coordinate the various aspects of the program.*
- iii. To establish and staff a documentation center.*
- iv. To support graduate students in furtherance of program goals.*
- v. To bring consultants from throughout the world to participate in the research and training efforts.*
- vi. To facilitate travel of appropriate personnel in coordinating, training, and research activities.*
- vii. To provide for the use of computers and their related components.*
- viii. To acquire necessary equipment, materials, and supplies and to publish findings of the program.*

3. MUCIA CAPABILITY.

MUCIA has unique capability of coalescing resources to carry out programs of research and development, information dissemination and storage, teaching and training, and field adaptation and application

in institution building and the broad field of generic methods and techniques of technical assistance. Scholars in the social and behavioral sciences with interests in the international technical assistance field found within this Consortium may focus on the problems to which this Grant is addressed in a uniquely effective fashion.

MUCIA has a membership of five major public universities: Indiana University, University of Illinois, Michigan State University, University of Minnesota, and the University of Wisconsin. It was organized in 1964 to help member institutions give more effective technical assistance abroad and to strengthen the international emphasis in courses and research programs on the respective campuses.

This Consortium has developed the ability to orchestrate the academic manpower resources of its member universities, with 84 colleges and 537 departments -- a combined faculty of 22,150 -- so that it may effectively assist in international development. MUCIA scholars participate actively in the Inter-university Research Program in Institution Building, and have contributed significantly to the CIC/AID Rural Development Research Project. A review of 49 recent publications reveals research related to the subject of this Grant by 51 MUCIA faculty members in sixteen different less developed nations.

MUCIA has demonstrated repeatedly the capacity to mobilize the talents of the faculties and staffs of its five member universities by

providing the inter-university mechanisms and funds which make this possible, especially the following: (1) inter-university committees and work groups of interested scholars able to meet as often as necessary and work to define the problems involved; (2) exchange of staff whereby a staff member from any one of the universities may serve on an overseas project sponsored by another university in the Consortium, or by NUCIA itself, while continuing to receive without interruption his salary and fringe benefits from his own university through the appropriate transfer of funds; (3) salary guarantees which make possible both the attraction of well-trained replacements for high quality faculty members who accept overseas assignments, and the assurance to the latter of positions on the home campus when they return; (4) financing graduate student internships, thus greatly increasing both the quality of those trained at the universities for later involvement in overseas technical assistance and institution building activities, and their interest in overseas service; and, (5) support of faculty members returning from overseas projects to enable them to complete research initiated abroad, and to integrate into their courses the data, examples, and case material gathered abroad.

NUCIA itself is carrying on institution-building programs abroad with the National Institute for Development Administration in Thailand, the Agrarian University at La Molina in Peru, the Indonesian Konsorsium of Agricultural Faculties, the Government of the Republic of Korea, and, through its member universities in 24 other countries.

As a result of making a large number of exploratory studies (47 as of June 1970), linkages have been established with institutions in such countries as Mexico, Brazil, Nigeria, Ceylon, and Colombia.

HUCIA is not a closed system. It is continuously interested and willing to work out cooperative arrangements with other institutions and scholars -- international and domestic. HUCIA provides a bridge between those actively involved in technical assistance, developmental research, and institution building abroad and others interested in studying the processes and effects of such projects.

The Midwest Universities Consortium for International Activities, Inc. currently operates on an administrative budget in excess of \$175,000 per year, supplied entirely by annual dues from member universities. In addition, the Consortium carries on overseas technical assistance, institution building, and research projects with grants from foundations and under contracts with various government agencies. Funds provided by this Grant will not replace existing regular funding. HUCIA expects to continue and strengthen these ongoing activities, which complement its Program of Advanced Study in Institution Development and Technical Assistance Methodology. The Consortium and its member universities will also continue to seek additional financial support for the further development of this Program, and particularly for its research and training activities.

4. ADMINISTRATIVE STRUCTURE FOR THE GRANT.

The general direction and policy supervision of the Grant will be provided by the NUCIA Council of Institutional Members, the Board of Directors, and the Executive Director.

The administrative responsibility will be vested in a Program Director, who will be appointed by the NUCIA Board of Directors. He will have primary responsibility for carrying on the operations described above, particularly for providing innovative leadership, coordination, and focus.

A NUCIA Advisory Council of professional personnel designated by the NUCIA member universities and appointed by the Board of Directors, provides recommendations to the Program Director regarding priorities, the design of the system, and basic funding allocations.

An External Committee of scholars and consumers of research from both inside and outside of NUCIA will influence the general direction of policy and be a sounding board for use by both the NUCIA Advisory Council and the Program Director. They will be drawn from among leading scholars and practitioners, wherever they may be found. They will be appointed by the Board of Directors.

A Joint AID-NUCIA Review Committee, comprised of members of the Advisory Council and such persons as AID may designate, will meet as often as mutually agreed to assess development of activities under the Grant and consider such modifications in program activities as

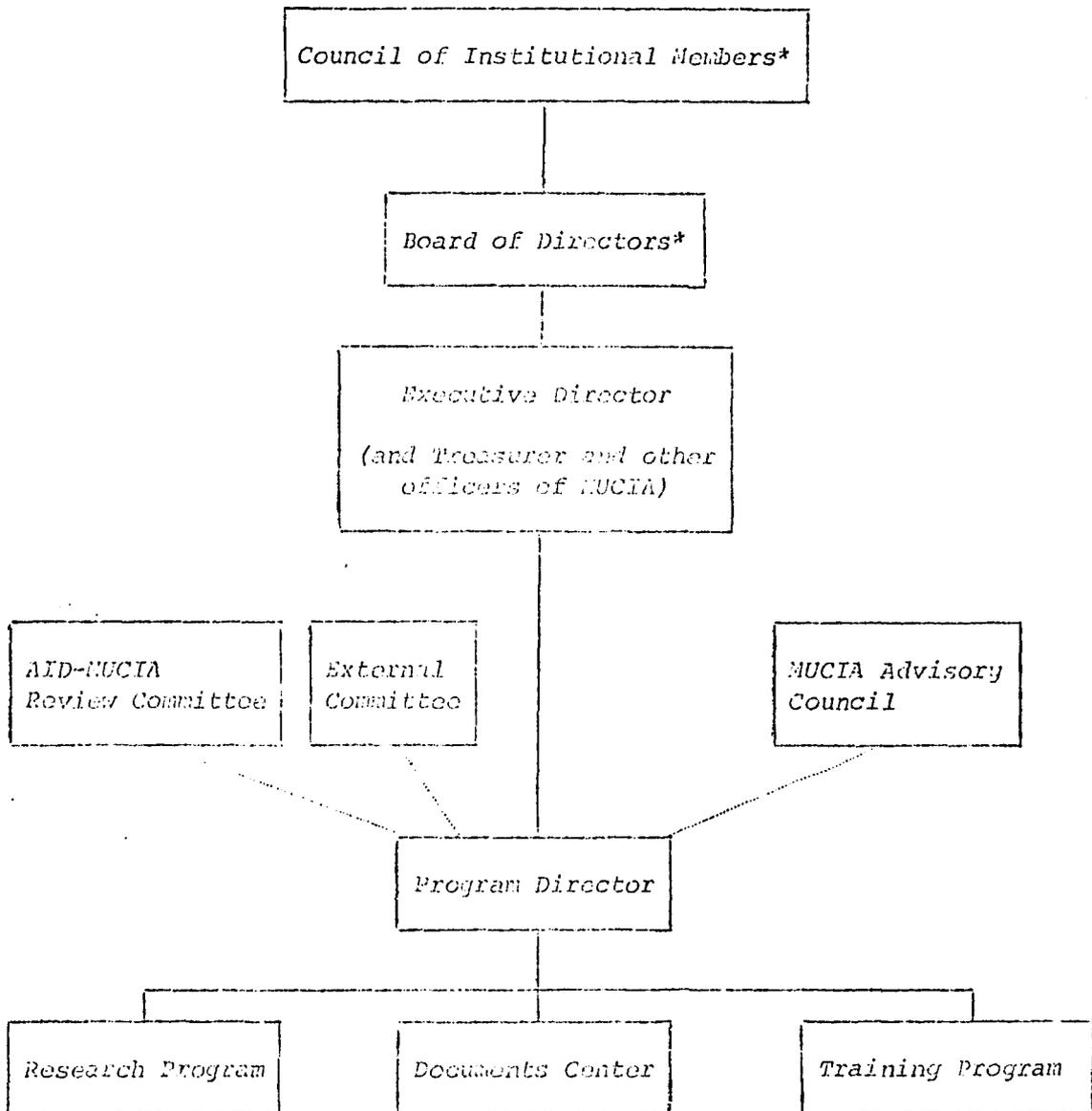
may appear appropriate.

The MUCTA Board of Directors will have the ultimate financial and program responsibility, as administered through the Executive Director of the Consortium.

Organization Chart for

MUCIA Program of Advanced Study in Institution

Development and Technical Assistance Methodology.



*Each of these bodies has equal representation from the University of Illinois, Indiana University, Michigan State University, the University of Minnesota, and the University of Wisconsin.

5. THE NUCIA CONTRIBUTION.

NUCIA and its member universities will provide to this program in direct support of the Grant:

- a. General administrative and technical direction by its Council of Institutional Members, its Board of Directors, its Executive Director, Treasurer, and other officers; and by the appropriate deans, department heads, business officers, and other administrators on each campus.*
- b. Office, classroom, and auditorium space for faculty, students, staff, consultants, special seminars, workshops, and other activities related to this program.*
- c. Use of library and reference facilities, special equipment, access to computer facilities, and other portions of the several university physical plants as appropriate.*
- d. Consultation and participation of other faculty members not directly supported by this Grant.*

6. SCOPE OF PROPOSED PROGRAM.

The NUCIA program will stimulate, facilitate and coordinate the following general kinds of activities among the five member universities:

- a. *Analysis of present activities in the field of institution building and technical assistance methodology giving wide circulation to accomplishments and identifying needs.*
- b. *Research in those facets of institution building and technical assistance methodology which appear most fruitful.*
- c. *Training programs and development of materials which will channel theory and research findings into improved practice.*

Specifically, the following kinds of outputs are anticipated from the program:

1. *A center of competence on Institution Development and Technical Assistance Methodology.*

The leadership core will provide coordination and stimulate creativity throughout the program. Innovative leadership will be provided by the administrative and advisory structure, and specifically by a Program Director capable of providing intellectual stimulation and able to tap the resources of each of the campuses. The Advisory Council will help design the system and set priorities so that the Program Director can guide effort in most appropriate directions. Thus the total program can focus on a set of priorities developed by the consultative process and furthered by active leadership.

2. A Documents Center.

This facility will provide a clearing house for technical assistance and institution development research. In collaboration with colleagues throughout the system, staff of the program will identify and locate relevant materials. This staff will collect such materials, and set up a systematic storage for them. They will establish a retrieval and cross-indexing program with a computer-assisted system.

3. A systematic research strategy and coordinated research program.

A major activity in the first year of the Grant will be a series of Problem-definition Seminars, followed by Prioritizing Seminars. These seminars will attempt to identify what is intellectually valid, additive, and promising.

A program of Summer Research Seminars is planned on an annual basis to examine and integrate concept, theory, and empirical research, and to clarify and help to evolve general theory relative to institution building and technical assistance methodology.

Evaluation of materials will be carried on by means of thorough and continuing reconnaissance of research, case studies, and the systematic mining of other material.

In carrying out these activities, a close collaborative relationship between the U.S. and foreign scholars will be developed to the extent possible, both in the interest of the quality of the studies, and of the educational value accruing to both foreign and U.S. participants.

4. A Training Resource.

Training activities will include the development of teaching materials, the training of potential trainers, the incorporation of units of training into ongoing academic programs not financed by this Grant, training of faculty members for service as consultants, and the supplementation of such ongoing activities as degree courses, seminars, and short courses with special content on institution development and technical assistance methodology. Appropriate credit courses will be added where possible.

As funds from sources other than this Grant make possible, special short courses of various kinds will be carried on by program staff.

7. IMPLEMENTATION OF THE PROGRAM.

It is MUCER's intent, to the extent feasible, to implement the Grant during the first year according to the outline below:

First Year Time-Phased Action Plan

First three months.

1. Employ director and staff
2. Establish headquarters operation
3. Institute research mapping seminar
Organize Research Work Group
4. Institute degree programs planning seminar
Organize Degree Programs Work Group
5. Institute Documentation Center planning seminar
Organize Documentation Center Work Group
6. Operationalize both internal and external advisory committees.

Months four, five and six

1. Operationalize Documentation Center to include:
 - a. Planning by the Work Group
 - b. Activating staff
 - c. Commencing acquisitions
 - d. Developing inter-university and inter-agency system.
2. Complete research map
 - a. Set priorities
 - b. Initiate first projects.
3. Institute preliminary training program planning seminar
Organize Training Programs Work Group

4. *Further plan and develop Degree Programs*
 - a. *Prepare proposals for individual university course and curriculum committees*
 - b. *Plan inter-university seminars*
5. *Hold preliminary consultant-advisory services planning seminar*

Months seven through twelve

1. *Bring Documentation Center to full productivity*
2. *Operationalize agreed-upon research projects and generate additional project proposals.*
3. *Initiate trial training programs to include:*
 - a. *"Summer" seminars of research workers and graduate students*
 - b. *First "in-service" type short course*
 - c. *Planning further training.*
4. *Operationalize consultant-advisory programs*
5. *Seek degree programs approvals by university course and curriculum committees.*
6. *Hold first annual research and training conference on technical assistance methodology (to summarize results and plan for future).*

Plan for Subsequent Years.

Subsequent year activities will depend upon what has actually been initiated and accomplished in the first year. The plan below

establishes a number of what appear to be attainable output targets for each year for years two through five. The review process involving all those engaged in activities under the Grant provides for continuous adjustment as well as a joint AID-MUCIA annual review of progress to date and of specific plans for the following year.

Therefore it is not realistic to set a firm schedule of outputs until all the various planning seminars and work groups to be established in the first year have met, formulated detailed plans of work, mobilized participating scholars, etc. However, it may be useful to set up some tentative targets or illustrative of the types of outputs and orders of magnitude which are envisioned at this time. Much firmer targets can be set at the end of the first year after the Grant is awarded.

End of Year Two:

1. *Targets in areas of concentration:*
 - a. *Advanced predictive institution-building models ready for field testing.*
 - b. *Experimental method, adapted for application to technical assistance project design, ready for field testing.*

2. *Possible targets in discretionary areas:*
 - a. *Reciprocal arrangements suitable for incorporation into technical assistance agreements and projects in order to change the donor-recipient relationship to one of collaboration between collaborating equals.*

- b. *Descriptive-analytical schema for systematic study of socio-cultural environments of technical assistance projects ready for field application.*

End of Year Three:

1. *Targets in areas of concentration:*
 - a. *Results of technical assistance advisor counterpart interaction-relationship studies available for application to international technical assistance programs.*
 - b. *Effective approaches to the selection and training of technical assistance personnel ready for application in international technical assistance organizations.*

2. *Possible targets in discretionary areas:*
 - a. *Dissemination of the results of studies of technical assistance advisor-practitioners' knowledge of and skills in technical assistance processes and relationships.*
 - b. *Results of studies of various approaches to participant training, ready for application in technical assistance programs.*

End of Year Four:

1. *Targets in areas of concentration:*

- a. "Final" revision of institution-building model based upon case studies and field-testing to maximize its predictive capacity.
 - b. Revised experimental approach to project design based upon field tests.
2. Possible targets in discretionary areas:
- a. Operational projection of results of studies of channels and techniques of communication in the technical assistance process.
 - b. Results of evaluations of the comparative utility of various commodities as aids to the technical assistance process.

End of Year Five:

Results of other at present unforeseen research and development efforts stimulated by the activities of the first four years of the Grant.

8. REPORTS AND REVIEWS.

There will be submitted an annual technical report for the purpose of AID's review of activities under the Grant. This will include an evaluation of progress, administrative and financial considerations, plans for the following year, and discussions of the possible utilization of the evolving MUCIA competence by AID and others - under technical assistance, research, and training contracts. In

addition there will be periodic assessments of the Grant activities by a joint AID-NUCIA Review Committee as previously described.

9. BUDGET SUMMARY.

The Consortium will follow its normal personnel and travel administrative policies in managing funds provided in this Grant.

	<u>\$</u>	<u>%</u>
1. Professional and Staff Salaries	722,800	72.3
2. Graduate Student Stipends	93,000	9.3
3. Consultants	46,900	4.7
4. Travel	80,300	8.0
5. Equipment and Computer Usage	23,000	2.3
6. Materials, supplies, publications	34,000	3.4
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TOTAL	1,000,000	100.0

UNITED STATES GOVERNMENT

Memorandum

93101326
70-AA-135

TO : Trip Report Files

DATE: April 27, 1977

FROM : TA/DA, Charles C. Briggs

17p

SUBJECT: PASITAM Advisory Committee Meeting
PASITAM office at University of Indiana
Bloomington, Indiana

Background

I was invited to participate in the PASITAM Advisory Committee meeting, April 21-22. These meetings are held periodically to review PASITAM's activities and plan for the future. This particular meeting dealt with current and future MUCIA/PASITAM relations and how PASITAM can more effectively respond to MUCIA's needs.^{1/}

MUCIA members attending the meeting appear in Attachment A. Attachment B gives the Committee agenda. Subgrants awarded and the ID Program 211(d) is Attachment E.

MUCIA Assistant Executive Director Report

According to Don McCloud, MUCIA Assistant Executive Director, Ford Foundation funds provided MUCIA to fund numerous grants for various types of activities have been disbursed. The MUCIA Executive Board is in the act of reorganizing MUCIA's program and seeking a new funding source. More details will be available after the MUCIA May 26 Executive Board Meeting.

The MUCIA Board and management, according to McCloud, recognizes the need to work closer with PASITAM in project design and technical assistance. MUCIA considers PASITAM as an information and materials source to be exploited.

MUCIA is looking for technical assistance money, among others, from A.I.D., the World Bank, and the Asian Development Bank. For the latter MUCIA hopes to provide a personnel training, upgrading role which might be similar to that now provided A.I.D. by PASITAM's Analytical Skills Workshop.

MUCIA is looking for a minimum \$100 thousand yearly over a period of five years to continue small research grant programs. It is unlikely that MUCIA can fund PASITAM in the future except as funds are found for such purposes as those described above.

^{1/} MUCIA is a consortium of seven universities: Wisconsin, Illinois, Michigan State, Minnesota, Ohio State, University of Iowa (as of 7-1-77) and Indiana. PASITAM was formed under a 211(d) grant to establish a program to strengthen the expertise of the midwest universities for international activities in institution building and technical assistance methodology.



because of AID?
Even though the MUCIA funding situation appears bleak, McCloud expressed his belief that the prospective financing of MUCIA technical assistance activities in the future is more solid than last year.

Part of PASITAM
Report on the Documentation and Analysis Center (DAC) - PASITAM

The work of the DAC was described in considerable detail by its Director, Richard Steele. The work of the Center is especially important to A.I.D. in view of the proposed project with PASITAM to utilize and strengthen the DAC over a period of the next three years.

According to Steele, the DAC has these functions:

1. Library and information resource on international development. DAC has available a small specialized library on international development and a network interchange which makes available on request a large quantity of material.
2. Program documentation staff which collects and organizes materials for MUCIA, A.I.D., and other users.
3. Management of materials collected. For example, DAC receives 230 newsletters, 40 from development organizations.
4. Manages a mailing list which provides materials on a selective retrieval basis to 2900 addresses, 950 overseas; MUCIA recipients receive 656 copies.

Future plans to enlarge upon and improve DAC services are:

1. Contribute to identification of technical resources either from and for MUCIA as well as other requesters.^{2/}
2. Build up the file of directives and bibliographies.
3. Develop an index service for collections.
4. Expand the mailing list.
5. Use commercial computerized services; get abstracts, etc.

PASITAM receives approximately \$1500 yearly for sale of publications, documents and DAC retrieval services.

2/ This is important to A.I.D. in view of the proposed PP to support PASITAM over the next three years and to take advantage of such services on an Agency-wide basis.

Report on Analytical Skills Workshop (ASW) A.I.D. Grant

The PASITAM Training Director, Paul Cunningham, reviewed the ASW and reported 90 A.I.D. participants having attended five workshops. The response, of students attending the workshops have been favorable with 70% rating the course good or excellent, 20% adequate and 10% weak. Attachment C contains the financial report of the ASW grant. Among the instructional materials available in the ASW are eleven videotapes. They are backed up by written commentaries and supplementary reading materials. The Advisory Committee reviewed two of the tapes and was taken for a tour of the TV production facilities. Titles of the videotapes appear in Attachment D.

Financial Report 211(d) Grant

Bill Siffin, PASITAM Director, submitted the financial report (Attachment E) pointing to amount of funds remaining a/o 3/31/77. Monthly expenditures have been running about \$10,000. Grant funds will be exhausted at the end of June, 1977.

MUCIA's plans for future support of PASITAM were discussed at length as was the proposal to be presented to the A.I.D. R&DC which, if approved, will fund over a three-year period \$525,000 to utilize PASITAM capabilities built up over the past five years under an A.I.D. 211(d) grant.

The proposal received favorable comment but McCloud could give no assurance at this time that MUCIA could provide any interim funding of PASITAM in the event A.I.D. funds are not available until after July 1. He would know more after the MUCIA Board meeting May 26 when up to \$6,000 might be found and approved for use by PASITAM.

Luncheon with George Wilson, Dean in Charge of International Programs, Indiana University

Mr. Wilson expressed strong support of PASITAM and assured continued budgeting support of PASITAM on the Indiana campus. He estimated present budgeting support as approximately \$100,000 yearly, including the value of the 6,000 square feet of space provided in the Geology building.^{3/} The University also underwrites utility costs plus substantial PASITAM staff costs.

The Friday Agenda

The Advisory Board attempted to tackle the Friday agenda questions with mixed success. Using "ideas" and "objectives" put in writing back in 1975 and 1976 meetings (see Attachments G and H), the Committee addressed the four agenda questions:

3/ Building rental estimated at \$5.00 per square foot; overhead, \$4.98.

MUCIA FILES
ASW (ASW) 10/17/77
ATTACHMENT C (C)
PASITAM (PASITAM)
MUCIA (MUCIA)
MUCIA (MUCIA)
MUCIA (MUCIA)
MUCIA (MUCIA)

TO MUCIA

1. What should be the objectives for PASITAM in view of campus needs expressed?
2. What should be the institutional design for PASITAM to accomplish the objectives?
3. How can effective linkages be established between PASITAM and MUCIA campus and among the campuses?
4. What kind of advisory/governing groups would be best for PASITAM?

The substance of these questions will not be dealt with in detail in this report as the Committee established a task force to prepare a response for review. TA/DA will receive a copy in the near future. What follows are some points of view discussed by Committee members which should give a flavor to the thinking raised by the questions.

1. MUCIA campuses, through the Advisory Committee, need to use PASITAM to inform, advise, and orient faculties on technical assistance methodology. For this purpose there may be needed new staff, additional funding and other services. Although the attempt to develop talent banks have not been too successful in the past, there may be some way to tie such an effort in with activities in technical assistance methodology.
2. MUCIA is moving away from research and towards technical assistance. There is a felt need by the Advisory Committee to know more about A.I.D. project design and development procedures.
3. MUCIA needs what PASITAM has built up. The constraint to utilization is funding (It should be pointed out here that the PASITAM Advisory Committee is composed of MUCIA campus members; therefore, although not members of the MUCIA Executive Board they reflect what they perceive to be MUCIA campus needs). Nevertheless, the Committee believes a minimum essential program of PASITAM over the next five years to be:
 - a. A DAC expanded to serve MUCIA campuses.
 - b. A continuation of the knowledge-building function in TA, IB and TA methodology.
 - c. "Tailgate" research designed into MUCIA and PASITAM activities.
 - d. Enhancement of capability to engage in technical assistance more effectively by:
 - (1) Training programs for MUCIA campus faculty members.
 - (2) International development courses given on the several campuses.

(3) PASITAM material/programs made available on the campuses.

4. Another set of important campus needs (some duplication to the list above) for a future PASITAM were set down as follows:

- a. Wisconsin could benefit from a USAID presentation of its design procedures followed by "think" sessions by Wisconsin's own designers in order to seek improvement.
- b. Training programs for faculty on TA design and implementations.
- c. DAC: expanded MUCIA use which is to be self-sustaining.
- d. PASITAM materials in all forms adopted and used on MUCIA campuses.
- e. Funding MUCIA staff development in international programs.
- f. ~~Instructions~~ ^{Assistance} in internationalizing curriculum.
- g. PASITAM aid in adding international dimension to MUCIA programs.
- h. Participation of more MUCIA faculty in PASITAM programs.
- i. Establish operational linkages with MUCIA campuses.
- j. Effective introduction of PASITAM onto each MUCIA campus.
- k. Coordinated activities. Greater emphasis on communication with campuses.

With the various future roles of PASITAM explored, a task force was assigned to put it all together for review by the whole committee along with some recommendations for action. As an assist, a matrix was developed to order the Committee's thinking and to serve as the basis for a presentation to MUCIA.

Observations by the Reporter

There is little doubt that PASITAM has the full support of both the PASITAM Advisory Committee and the MUCIA Executive Board. There is recognition that PASITAM has a product which the MUCIA campuses could and should utilize. This utilization is increasing as PASITAM becomes better known. The major constraint is funding to keep PASITAM alive and a concerted effort on the part of the Advisory Committee to make PASITAM better known on the MUCIA campuses.^{4/} The role of the Committee, operational as well as advisory, was discussed with no firm recommendation forthcoming. Suggested roles were:

^{4/} The minority opinion expressed here that additional people other than PASITAM Committee members should have this role. As one commented "I'm a hell of a poor PR man."

1) as liaison (by some, a preferable function of campus international development offices), 2) program review, 3) advisor to MUCIA Board (which it is), an identifier of technical assistance and other resources in MUCIA schools, 4) promoter of PASITAM (referred to above--some preferred low visibility for PASITAM).

600-11-11
The lack of consortium funding for PASITAM appeared to be a complete frustration to the Committee, even with the prospect of A.I.D. funding. A.I.D. funds will be used to provide utilization of PASITAM services and products and will benefit MUCIA only indirectly, e.g., a stronger PASITAM: sharing of materials. MUCIA, therefore, needs MUCIA-controlled funds to fully utilize PASITAM and these are, for the present, nonexistent.

Notwithstanding the Committee's present difficulties with PASITAM, A.I.D. funds, if they can be made available, will buy MUCIA time to further sort out its future relationships and utilization of PASITAM as well as to establish directives and further identity vis-a-vis PASITAM and the MUCIA campuses. Questions raised during the meeting, which A.I.D. may want to consider in more detail at a future time were:

- 11-11-11
1. There was considerable interest in learning about A.I.D. project design methodology, implementation and evaluation. What could A.I.D. do to assist interested MUCIA campuses through PASITAM in this regard? Who would be the Agency contact point?
 2. MUCIA campuses have considerable technical resources who might be able to provide technical assistance for A.I.D. Is there any way A.I.D. can make known its technical assistance needs and thus establish a two-way communication between A.I.D. and the MUCIA campuses? Who would be the Agency control point?
 3. Where could MUCIA campus development faculty latch onto development research funds to respond to research needs of certain A.I.D. projects? Would there be funds available from individual projects having a research component? Small activity research--TAB? IQC's? Where is the Agency contact point? Is there a possible tie-in to Title 12?
 4. Who would have a descriptive run-down on all A.I.D. projects? What document or documents would provide this? Could PASITAM serve as a channel to provide this information through DAC?
- PPS

Attachments: a/s

ATTACHMENT A

PASITAM Advisory Committee Members

Professor Edward Mikol (Chairman/PASITAM Advisory Committee Meeting)
Department of Mechanical Engineering
University of Wisconsin/Madison

Professor Jacob Stern
School of Education
University of Illinois/Urbana

Professor Jay Artis
Chairman, Department of Sociology
Michigan State University

Professor Gary Wynia
Department of Political Science
University of Minnesota

Professor Wayne Schroeder
Assistant Director
Center for Vocational Education
Ohio State University

Mr. Don McCloud
Assistant Executive Director
Midwest Universities Consortium for International Activities



ATTACHMENT B

William J. Siffin
Director
(812) 337-1341

Midwest Universities Consortium for International Activities, Inc.

Indiana University
1005 East Tenth Street
Bloomington, Indiana
47401

March 24, 1977

Members of the PASITAM Advisory Committee
John Murdock, Executive Director/MUCIA
Don McCloud, Assistant Executive Director/MUCIA

Dear Colleagues:

Attached is the agenda for the forthcoming Advisory Committee meeting to be held April 21/22 in Bloomington, plus a cover statement which Ed Mikol has prepared to indicate the objectives which should inform what we will be doing.

See you next month.

Best regards,

William J. Siffin
Director

WJS:ah

Encl.

cc: MUCIA Liaison Officers
/

3/21/77
EPM

A. What do we want to accomplish at the April, 1977 Advisory Committee meeting?

Significant planning input as to your ideas of what the PASITAM of the future should be designed to do and how it should be designed to accomplish those objectives:

- a) What are important campus needs in the area of international development program design and implementation which relate to PASITAM?
- b) What objectives for PASITAM in the light of the above?
- c) What should be the institutional design for PASITAM to accomplish the above?
 - 1) How can effective linkages--active, working--be established between PASITAM and the MUCIA campuses and among the campuses?
 - 2) What kind of advisory or governing group would be best?

B. Possible agenda Content to accomplish the foregoing?

1. What information does the Advisory Committee need about PASITAM in the past year, what it is doing this year, what view of possibilities in the future? What explorations for future programming and future funding have been made and with what results, what can be reported from the MUCIA Board about how they view PASITAM?
2. PASITAM products--a chance for the Advisory committee to see a sampling of these and to assess what kind of resources PASITAM has, what capabilities have been developed, what exists now that did not exist before the 211(d) grant.

3. What are the shortcomings of the current Advisory Committee set-up, operations? What would be a better advisory/governing structure?

AGENDA

Thursday, April 21

- 9:00AM 1. Convene--Introduction of new members.
2. Approval of agenda
 3. Review and approval of minutes of the previous (4/76)meeting.
 4. Review of annual report highlights for 1976.
 5. Review of current workplan for 1976-77 and budget.
- 10:30 Break--Coffee
- 11:00 6. Director's assessment of PASITAM--its strengths, weaknesses, capabilities, resources.
7. a) Report as to how the MUCIA Board views PASITAM and their willingness and ability to provide support.
b) MUCIA's own aims and prospects for funding.
 8. Funding for PASITAM--status, prospects, efforts.
- 12:30--2:00 Lunch
- 2:00-4:00
9. Tour of PASITAM facilities
 - a) Chance to see a sampling of PASITAM products.
 - b) Chance to meet those PASITAM staff who are considered to be part of the PASITAM resource base.
- 4:00-5:30
10. Re-assemble--open-ended discussion/think session on "What are important campus needs in the area of international development program design and implementation to which MUCIA/PASITAM is or might be relevant?"
- 5:30 Adjourn formal meeting for the day.
- 7:30-10:00 Cocktail party and dinner

Friday, April 22

- 9:00AM 11. Re-assemble--address the open-ended question, "What should be the objectives for PASITAM in view of campus needs expressed?"
- 10:30 Break--Coffee
- 11:00 12. Re-assemble--address the open-ended question, "What should be the institutional design for PASITAM to accomplish the objectives?"
- 12:30-2:00 Lunch
- 2:00 13. Address the question, "How can effective linkages be established between PASITAM and MUCIA campuses and among the campuses?"
- 3:00-3:30 Break
- 3:30 14. Address the question "What kind of advisory/governing group would be best for PASITAM?"
- 4:30 15. Establish a small task force to prepare a proposal draft based upon the foregoing, if appropriate.
- 5:00 Adjourn.

ATTACHMENT C

Training Grant

MUCIA Contract No. AID/otr-c-1421

Category	Budget 8/1/75-9/30/77	Expenditures as of 3/77 *	Balance
Salaries	101,844	52,844	49,000
Grad. Student Stipends	6,620	4,832	1,788
Wages	18,670	4,659	14,011
Retirement	8,812	4,749	4,063
Fringe Benefits	2,732	1,441	1,291
Payments to Consultants	<u>26,550</u>	<u>13,300</u>	<u>13,250</u>
Total Salaries, Fringes, etc.	165,228	81,825	83,403
Travel & Per Diem	97,028	36,110	60,918
Supplies & Expenses	<u>58,800</u>	<u>17,298</u>	<u>41,502</u>
Total Direct Costs	321,056	135,233	185,823
Indirect Costs	<u>96,599</u>	<u>23,318</u>	<u>73,281</u>
GRAND TOTALS	417,655	158,551	259,104

* Travel and Per Diem, and Payments to non-university personnel for the last workshop in Kenya are not included here.

ATTACHMENT D

ASW Videotapes

The following videotapes and audio-visual complements have been produced in support of the Analytical Skills Workshop.

The tapes and tape complements are available in PASITAM's Documentation and Analysis Center.

They may be viewed in the Conference Room (1st floor) in the Radio and Television Building between 2:00 and 4:00, April 21.

1. Robert J. Berg, "The AID Program Process," I-31 min. and II-26 min.
2. Ilene Bernstein, "The Use of Social Science Techniques in Project Design," 49 min.
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10. Martin Landau, "Modeling for Management," III-48 min.
11. William J. Siffin, " Re-Entry: From Here to Reality," 32 min.

ATTACHMENT E

Status of 211-d grant 2958-22
as of 3/31/77

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TOTALS	283,240	250,606	32,634	32,634

ATTACHMENT F

Ideas for PASITAM Activities on MUCIA Campuses to Enhance Development Design Capabilities. The results of a nominal group exercise at the July 10, 1975 meeting of the PASITAM Advisory Committee.

Question: How can PASITAM assist campuses to enhance technical assistance and institution building effectiveness?

1. Advise where any TA or IB design courses exist and support faculty to participate in these.
2. Advise and consult with campus persons on proposals involving design and evaluation.
3. PASITAM must make itself more visible and viable and establish "linkages" to accomplish number two above.
4. Locate, evaluate, provide access to resources deemed valuable to number one.
5. Encourage and support courses in organizational analysis and design.
6. Provide short courses available to faculty.
7. Train the trainers - up date trainers.
8. Serve as a clearing house for specialized expertise and training competence on design within MUCIA.
9. Have an identifiable PASITAM linkage person on each campus.
10. Develop a MUCIA talent inventory and network for accomplishing above.
11. Develop mechanisms for locating situation specific information on host country environments.
12. Help identify and develop integrated teams.
13. Provide lectureship funds to bring development experts to campus.

ATTACHMENT G

From the viewpoint of MUCIA, what should a "PASITAM" type activity have as objectives? Be seeking to do? What is important to be accomplished?

- 1.) Enhancement of MUCIA capacity to engage evermore effectively in design and implementation of TA/TC programs
 - 2.) Provide funding for faculty to engage in TA/TC ~~to~~ design-oriented research
 - 3.) Engage the generalizable elements across or in sectors of TA/TC
 - 4.) Share expertise of MUCIA campuses by organizing and implementing TA task forces; TA seminars; traveling seminars on TA design
 - 5.) Understand processes of TA so that
 - a.) it can enhance capacity of MUCIA to design
 - b.) evaluate, monitor its TA activities
 - 6.) Develop guidelines for various aspects of TA/TC design
 - a.) pre-feasibility (as model)
 - b.) etc.
 - c.)
 - d.) evaluation, monitoring
 - e.) "
 - 7.) Establish "design" teams to review project designs and implementation plans
 - 8.) Provide mechanisms for sharing and generalizing TA/TC experiences
 - 9.) Find ways to enter into--relate to, partnership with-- the ongoing overseas operations of MUCIA
 - 10.) Review IRB studies, analyze and seek to extract generalizations therefrom
 - 11.) Study its own partners and institutional design and redesign for greater effectiveness in the future.
 - 12.) Establish viable working networks/linkages with all MUCIA campuses
 - 13.) Item (1) but with USAID substituted for MUCIA
-
- 14.) To hell with "PASITAM". Let's think it through again in terms of what MUCIA should be planning to enhance its abilities.
 - 15.) Conceive how MUCIA resources could be organized to contribute to ongoing and future MUCIA international projects.

2/27/76

Axi. 14, DAVID B. JOHNSON, D. DRESANG, LOUIS PICARD, E. P. MIKOL

ATTACHMENT H

Subgrants Awarded under
Institution Development Program 211-d

2948-6	Hennessey, Michigan State Univ.	\$10,187
-7	Ostrom, Indiana University	19,000
-8	Schmid, Michigan State Univ.	5,426
-9	Blue, University of Minnesota	22,285
-10	Wallace, University of Wisconsin	19,000
-12	Haberstroh, Univ. of Wisconsin	26,800
-13	Hoole, Indiana University	32,013
-14	Job, University of Minnesota	7,832
-15	Abel-Hurwicz, Univ. of Minnesota	49,000
-16	Herzog, Michigan State Univ.	33,140
-17	Bhola, Indiana University	18,669
-18	Thesen-Delp, Univ. of Wisconsin	32,930
-19	Swanson, Univ. of Wisconsin	26,740
-21	Wallace, Univ. of Wisconsin	5,762
-23	Mikol, Univ. of Wisconsin	7,935
		<hr/>
	Total	\$316,719

DEPARTMENT OF MECHANICAL ENGINEERING
COLLEGE OF ENGINEERING

1513 University Avenue
Madison, Wisconsin 53706
Telephone: 608/262-3543



June 8, 1977

15p

To: PASITAM Advisory Committee
Messrs: Jay Artis
Peter Holzer
Howard Schaller
Wayne Schroeder
Jacob Stern
Gary Wynia

From: Edward P. Mikol, Chairman

Gentlemen:

Minutes for the April 21-22, 1977 meeting will reach you within a few days. In preparing those I will express indebtedness to Charles Briggs, our USAID liaison, for his very complete and perceptive "Trip Report" which I shall simply copy from unashamedly.

The enclosure, identified as "Draft #1, A PASITAM FOR MUCIA" is what a one-man task force (a mighty "thin" task force) whipped up as a basis for critical comment by each of you before a second draft is prepared. It had to be produced in a hurry in order to get something to the MUCIA Board in a most preliminary way for their June meeting.

Let me have your comments and/or extensive re-writes by June 22, or call me for discussion about it by that date. Something fairly definitive should go to the Board for their July meeting. If anyone feels strongly that we should get together to hammer this out, I'll do my best to arrange it.

Do have a good summer in spite of these labors asked of you on behalf of a non-paying activity.

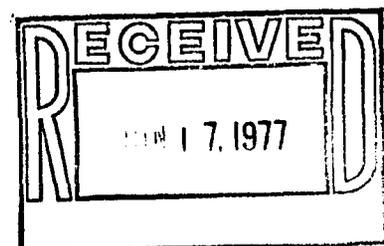
Sincerely,

Ed. Mikol

Edward P. Mikol
Chairman

EPM:br

cc: Charles C. Briggs (USAID)
John Murdock (MUCIA)
William J. Siffin (PASITAM)



DRAFT #1

A PASITAM TO SERVE MUCIA

The original conception which lead to the USAID 211d Grant and thereafter to PASITAM was a magnificent one - the enhancement of the capabilities of MUCIA campuses to engage even more effectively in technical assistance programs. Those words represent a "continuing education" concept applied to University faculty themselves as a recognition of their own continuing education needs.

The implementation of the PASITAM program over approximately six years has largely missed the mark of this magnificent program conception and this enhancement task which was to be the main thrust of the 211d Grant still remains largely undone. This is not to say that PASITAM activities and outputs were without value for as a result of PASITAM efforts there now exist capacities and program materials which can contribute to the "enhancement" objective; and, beyond this there is now a clearer conception as to specific enhancement needs and of programs to address those needs.

On numerous occasions over the past two years members of the Advisory Committee to PASITAM and other groups familiar with PASITAM have addressed in an open-ended way the question, "What are the most important objectives to guide PASITAM activities in the future?".

The recurrent themes amongst the ideas which came out of these sessions constitute our recommendations for the activities for which a PASITAM-of-the-

Future should exist and, hence, for which funding should be sought. These divide into two main categories:

- I. Knowledge - building in all aspects of Technical Assistance design and implementation.
- II. Enhancing capabilities in all aspects of Technical Assistance design and implementation.

Specific activities recommended under each of these are as follows:

- I. Knowledge - building in all aspects of technical assistance.
 1. Establishing and funding task forces to identify and to address problem areas in technical assistance design and implementation;
 2. Encouraging and supporting faculty research in important areas of technical assistance design and implementation;
 3. Maintaining constant contact with USAID and other donor organizations and monitoring their research or design studies needs and announcing these to MUCIA faculty;
 4. Establishing design teams to review MUCIA proposals for program design, implementation, evaluation and involving MUCIA faculty in the evaluation of on-going MUCIA programs.
 5. Involving MUCIA faculty in PASITAM studies, bibliographical updating, training programs.
- II. Enhancing capabilities in all aspects of technical assistance design and implementation.

1. Reworking and arranging for effective dissemination of PASITAM produced materials for use in faculty development and for course use on MUCIA campuses;
2. Establishing training programs for faculty who are to be involved in MUCIA programs;
3. Serving as a clearinghouse for information on conferences, design courses, any form of educational programs anywhere and on any aspect of technical assistance and providing funding for MUCIA faculty to participate in these;
4. Providing lectureship funds to bring development experts to MUCIA campuses.
5. Encouraging and assisting in the development of technical assistance oriented courses on MUCIA campuses.
6. Arranging conferences amongst donor agencies and MUCIA faculty on important aspects of technical assistance;
7. Establishing mechanisms for actively sharing information and experiences on technical assistance programs amongst the MUCIA campuses;
8. Developing and encouraging the development of short courses for MUCIA faculty in important aspects of technical assistance design and implementation.
9. Expanding the Data and Analysis Center (DAC) to serve MUCIA campuses in both the knowledge-building and the capabilities enhancement activities recommended.

We believe that the "Good" to be served by this PASITAM-of-the-Future is international development and MUCIA's capabilities to contribute ever more effectively to that "Good."

PASITAM ADVISORY COMMITTEE MINUTES

April 21-22, 1977
PASITAM Hq.
Univ. of Indiana
Bloomington, IN

Present:

Jay Artis, MSU
Charles C. Briggs, TA/DA USAID
Don McCloud, MUCIA
Edward P. Mikol, Wis. (Chairman)
Wayne Schroeder, OSU
William J. Siffin, Director, PASITAM
Jacob Stern, UI/Urbana
Gary Wynia, Minnesota

Acknowledgement: The Chairman is indebted to Mr. Charles C. Briggs for his very complete "trip report" which aided greatly the preparation of these Minutes.

Note: Item numbering corresponds to Agenda (Attachment A)

1. Charles C. Briggs was introduced and welcomed as the USAID Liaison person to succeed Ken Kornher
2. The Agenda as presented was approved
3. Minutes of the April 7, 1976 meeting were approved
4. Annual Report Highlights, 1976-77 -- copies were available for perusal and Siffin responded to questions
5. Review of current workplan and budget for 1976-77. Siffin provided copies of a budget summary to 3/31/77 (Attachment B) and commented briefly as follows.
 - a) Delp-Thesen manuscript re-write -- This is close to being completed and is being reviewed for possible publication and as the basis for some PASITAM design notes
 - b) Mailing list for the Newsletter and design notes totals approximately 3600 in 96 countries. PASITAM is having to hold back on mailings because of the high costs involved.
 - c) The Documentation and Analysis Center (DAC) is continuing to be developed and Richard Steele, DAC Librarian, will report on this later.
 - d) The USAID Training Grant exists as a continuing contract for which they are preparing and revising materials

6. Director's assessment of PASITAM - Bill Siffin reported on
- a) People Resource - The professional staff is comprised of Bill Siffin, Russell Stout, Paul Cunningham (training officer), Marian Platt (publications manager), plus a network of professional people which includes Martin Landow and Levine;
 - b) Analytical Skills Workshop - This staff, which is limited by contract to 5 for any workshop, is comprised of Siffin and Stout, plus three others recruited from amongst Peter Delp, Martin Landow, Ross Miller, Byrlie.

Siffin and Stout then responded to questions as follows:

What are you doing for MUCIA? - Siffin:

1. Respond to requests from MUCIA campuses for design notes, wide variety of information requests;
2. Using DAC as a "retrieval" system for MUCIA reports, papers, theses, etc., in the area of development.

Isn't PASITAM "resource thin"? - Stout:

They believe they have an organization which can survive and they are trying to free Siffin and Stout from continuing ASW operations by recruiting 4-5 Indiana faculty to utilize in the ASW programs in place of Siffin and/or Stout. They are also developing "extension training" type modules which AID Missions can order and use without need for PASITAM staff on site.

7. Report on MUCIA vis-a-via PASITAM - Don McCloud

According to Don McCloud, MUCIA Assistant Executive Director, Ford Foundation funds provided MUCIA to fund numerous grants for various types of activities have been disbursed. The MUCIA Executive Board is in the act of reorganizing MUCIA's program and seeking a new funding source. More details will be available after the MUCIA May 26 Executive Board Meeting.

The MUCIA Board and management, according to McCloud, recognizes the need to work closer with PASITAM in project design and technical assistance. MUCIA considers PASITAM as an information and materials source to be exploited.

MUCIA is looking for technical assistance money, among others, from A.I.D., the World Bank, and the Asian Development Bank. For the latter MUCIA hopes to provide a personnel training, upgrading role which might be similar to that now provided A.I.D. by PASITAM's Analytical Skills Workshop.

MUCIA is looking for a minimum \$250 thousand yearly over a period of five years to continue small research grant programs. It is unlikely that MUCIA can fund PASITAM in the future except as funds are found for such purposes as those described above.

Even though the MUCIA funding situation appears bleak, McCloud expressed his belief that the prospective financing of MUCIA technical assistance activities in the future is more solid than last year.

8. Funding for PASITAM - status, prospects, efforts

Bill Siffin, PASITAM Director, submitted the financial report (Attachment E) pointing to amount of funds remaining a/o 3/31/77. Monthly expenditures have been running about \$10,000. Grant funds will be exhausted at the end of June, 1977.

MUCIA's plans for future support of PASITAM were discussed at length as was the proposal to be presented to the A.I.D. R&DC which, if approved, will fund over a three-year period \$525,000 to utilize PASITAM capabilities built up over the past five years under an A.I.D. 211(d) grant.

The proposal received favorable comment but McCloud could give no assurance at this time that MUCIA could provide any interim funding of PASITAM in the event A.I.D. funds are not available until after July 1. He would know more after the MUCIA Board meeting May 26 when up to \$6,000 might be found and approved for use by PASITAM.

During the luncheon hosted by George Wilson, Dean of International Programs, Indiana University, Dean Wilson expressed strong support of PASITAM and assured continued budgeting support of PASITAM on the Indiana campus. He estimated present budgeting support as approximately \$100,00 yearly, including the value of the 6,000 square feet of space provided in the Geology building. The University also underwrites utility costs plus substantial PASITAM staff costs.

9. a) Report on the Documentation and Analysis Center (DAC) - Richard Steele, Director:

The work of the Center is especially important to A.I.D. in view of the proposed project with PASITAM to utilize and strengthen the DAC over a period of the next three years.

According to Steele, the DAC has these functions:

1. Library and information resource on international development. DAC has available a small specialized library on international development and a network interchange which makes available on request a large quantity of material.

2. Program documentation staff which collects and organizes materials for MUCIA, A.I.D., and other users.
3. Management of materials collected. For example, DAC receives 230 newsletters, 40 from development organizations.
4. Manages a mailing list which provides materials on a selective retrieval basis to 2900 addresses, 950 overseas; MUCIA recipients receive 656 copies.

Future plans to enlarge upon and improve DAC services are:

1. Contribute to identification of technical resources either from and for MUCIA as well as other requesters.
2. Build up the file of directives and bibliographies.
3. Develop an index service for collections.
4. Expand the mailing list.
5. Use commercial computerized services; get abstracts, etc.

PASITAM receives approximately \$1500 yearly for sale of publications, documents and DAC retrieval services.

- b) Report on Analytical Skills Workshop (ASW) (AID Contract) - Paul Cunningham, PASITAM Training Director:

90 A.I.D. participants have attended five workshops. The response of students attending the workshops has been favorable with 70% rating the course good or excellent, 20% adequate and 10% weak. Attachment C contains the financial report of the ASW grant. Among the instructional materials available in the ASW are eleven videotapes. They are backed up by written commentaries and supplementary reading materials.

- c) Tour - The Advisory Committee toured briefly the elaborate and very professional radio and television training and production facilities and also viewed a sampling of ASW videotapes (complete title list attached as Attachment C).

Adjourned Thursday Meeting

10. Idea generation session on "What are important campus needs in the area of international development design and implementation?"

The ideas generated were:

- a. Wisconsin could benefit from a USAID presentation of its design procedures followed by "think" sessions by Wisconsin's own designers in order to seek improvement.

- b. Training programs for faculty on TA design and implementations.
 - c. DAC: expanded MUCIA use which is to be self-sustaining.
 - d. PASITAM materials in all forms adapted and used on MUCIA campuses.
 - e. Funding MUCIA staff development in international programs.
 - f. Assistance in internationalizing curriculum.
 - g. PASITAM aid in adding international dimension to MUCIA programs.
 - h. Participation of more MUCIA faculty in PASITAM programs.
 - i. Establish operational linkages with MUCIA campuses.
 - j. Effective introduction of PASITAM onto each MUCIA campus.
 - k. Coordinated activities. Greater emphasis on communication with campuses.
11. Idea generation session on "What should be the minimum content of a PASITAM program (for the next x years)?"
- a. A DAC expanded to serve MUCIA campuses.
 - b. A continuation of the knowledge-building function in TA, IB and TA methodology.
 - c. "Tailgate" research designed into MUCIA and PASITAM activities.
 - d. Enhancement of capability to engage in technical assistance more effectively by:
 - (1) Training programs for MUCIA campus faculty members.
 - (2) International development courses given on the several campuses.
 - (3) PASITAM material/programs made available on the campuses.

12,13,14 The discussion of these additional agenda items did not occur as explicitly as had been planned, although the rambling discussions did touch upon these at times. No firm conclusions were reached and it was left in an open-ended way for the chairman to appoint a small task force to draft a proposal to MUCIA which would address the future of PASITAM and its governance as perceived by the advisory committee.

Meeting adjourned at approximately 4:00 p.m.

Prepared By: Edward P. Mikol

Edward P. Mikol
Secretary Pro-Tem

Date: 6/24/77

Thursday, April 21

- 9:00AM 1. Convene--Introduction of new members.
2. Approval of agenda
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ATTACHMENT B

9

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AIRGRAM

DEPARTMENT OF STATE

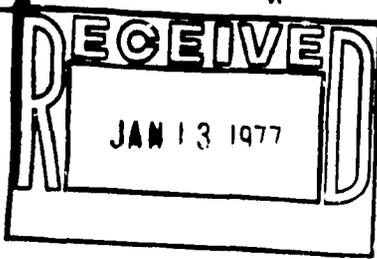
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TO - AIDTO CIRCULAR A- X



FROM - WASHINGTON
E.O. 11652: N/A
SUBJECT - Outputs of MUCIA/PASITAM 211(d) Grant

REFERENCE -

1. Many Missions are aware of "MUCIA/PASITAM" through the publications Design Notes and Newsletter as well as the Analytic Skills courses recently offered in Manila and Kabul.

The acronym stands for the Midwest Universities Consortium for International Activities (MUCIA), Program of Advanced Studies in Institution Building and Technical Assistance Methodology (PASITAM). Fortunately, MUCIA/PASITAM outputs have been a good deal more sprightly than its name. Most readers find the Newsletter and Design Notes quick and valuable means to keep up with fresh thinking in technical assistance with special attention to the management dimensions of development.

This circular describes the work and publications of PASITAM, which has been funded under a 211(d) grant since 1971.

2. PASITAM has achieved an innovative work program, a substantial flow of products, a significant increase in capacity and a reasonable prospect for continuance of the work after the AID 211(d) grant terminates in June 1977. Recent efforts have been focused on actionable program areas that match current priorities of AID. These areas include:

- Agriculture and Rural Development (including analysis, design, management and organization)
- Evaluation
- Private Humanitarian Agencies

PAGE 1 OF 7

<i>Charles C. Briggs</i> Charles C. Briggs, TA/DA		OFFICE	FIGURE NO.	DATE	APPROVED BY:
		TA/DA	23379	1/6/77	<i>Kerk</i> Kenneth L. Kornher, Actg. Dir.
A.I.D. AND OTHER CLEARANCES					
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SER/MP/DPC: WJFradenberg (sub) UNCLASSIFIED AFR/DS: TGayoso (subs) K					
NE/TECH: MHurley (subs) K PASITAM/Mr Siffin; MUCIA/Mr. Murdock					

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AIDTO CIRCULAR A-	UNCLASSIFIED	PAGE 2 OF 7
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- Institution Building in Education for Development
- Problem Solving Approaches to Development Design and Management
- Design Goals for Development Planning and Implementation
- Rural Health Delivery
- Analytical Skills Training (this is a separate AID contract for Manpower Development)

3. Some of the areas are more developed than others, but out of several activities have come a series of publications and unpublished papers, each bearing on one or more of the areas. PASITAM is currently broadening its capability to disseminate its principal publications and, especially, its Design Notes and Newsletters. The Design Notes treat briefly, but in depth, a significant development issue or problems. The Newsletters provide information and references relating to various technical assistance topics. A close coordination with TAB's Development Administration and Program Utilization offices as well as SER's Manpower Development Office has been established.

4. The PASITAM Documentation and Analysis Center (DAC), 1005 East Tenth Street, Bloomington, Indiana 47401, has recently added to its mailing printout, Directors and principal officers of all AID Missions. Those on the mailing list receive the Design Notes, Newsletters, and other selected publications. The total distribution list consists of about 2,500 names.

5. Additionally, the Documentation and Analysis Center is working with TAB to have a section designated as "Development Administration" in the AID quarterly report, AID Research and Development Abstracts. Certain publications can then be obtained. By these steps, PASITAM hopes to provide a broad knowledge base on a worldwide basis for its work and publications among program development clientele.

6. The PASITAM Documentation Center would like to test its distribution procedure by feedback on whether materials are getting to the appropriate individuals, and to learn if there are others who would like to be placed on the mailing list. In addition, comments on usefulness and value of content will be helpful.

7. The list of PASITAM publications appears in Appendix A and principal topics of the Design Notes and Newsletters appear in Appendix B. Unpublished papers are given in Appendix C.

DISTRIBUTION (with Appendices):
LIST G & LIST P

UNCLASSIFIED

CLASSIFICATION

AIDTO CIRCULAR A-

UNCLASSIFIED

PAGE 3 OF 7

APPENDIX A - PUBLICATIONS

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

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

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

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

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

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

UNCLASSIFIED

CLASSIFICATION

NO.	CLASSIFICATION	PAGE	PAGE
AIDTO CIRCULAR A-	UNCLASSIFIED	4	of 7

APPENDIX B - DESIGN NOTE TITLES

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

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

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

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

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

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

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

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

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

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NO.	CLASSIFICATION	PAGE	PAGES
AIDTO CIRCULAR A-	UNCLASSIFIED	5	7

APPENDIX C - UNPUBLISHED MATERIALS

1. Currently Unpublished Materials

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

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

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

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

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

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

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

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

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

UNCLASSIFIED

NO.	CLASSIFICATION	PAGE	PAGE
AIDTO CIRCULAR A-	UNCLASSIFIED	86 of	7

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

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

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

2. Past Unpublished Materials

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

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

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

Martin E. Abel, "A Note on the Role and Management of Public Enterprises in Developing Countries." Draft 1/26/76.

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

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

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

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

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

_____, "Institutional Approaches to Innovation and Change (11): The Configurational Perspective on Institution Building." 4/76.

Dennis L. Dresang, "Ethnic Politics, Representative Bureaucracy and

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AIDU CIRCULAR A- 6	UNCLASSIFIED	7, 7

Development Administration: The Zambian Case."

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

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

_____, "Organization." First Draft.

_____, "Culture, Science and Politics."

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

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

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

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

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

_____, "The CIMMYT Wheat Training Program."

_____, "Research Training at IRRI."

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LIST P FOR A.I.D. PROGRAMS AND TELEGRAMS

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5		5	GUATEMALA	12	NAIROBI
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2	BAMAKO	4	KATHMANDU	2	OUAGADOUGOU
5	BANGKOK	1	KHARTOUM	5	PANAMA
5	BOGOTA	3	KINGSTON	4	PORT AU PRINCE
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PASITAM PUBLICATIONS 1974-77

3p

- Karnjanaprakorn, Lawrence McKibben, and William Thompson. NIDA: A Case Study in Institution Development. 1974, 140 pages.
- Bhola, Harbans S. The India Education Project: A Case Study of Institution Building and Organizational Conflict. 1975, 100 pages.
- Gebregziabher, Betru. Integrated Development in Rural Ethiopia: An Evaluative Study of the Chilalo Agriculture Development Unit. 1975, 78 pages.
- Mann, Amy G. Institution Building: A Reader. 1975, 149 pages.
- Mann, Amy G. and Jan Miracle. Rural Development: The Interplay of Analysis and Action. 1975, 67 pages.
- Moravcsik, Michael J. Science Development: The Building of Science in Less Developed Countries. (First Printing) 1975, 291 pages.
- Swanson, Burton E. Organizing Agricultural Technology Transfer: The Effects of Alternative Arrangements. 1975, 76 pages.
- Moravcsik, Michael J. Science Development: The Building of Science in Less Developed Countries. (Second Printing) 1976, 262 pages.
- Swanson, Burton E. Regional Agricultural Production Programs: Training and Design Strategies. 1976, 26 pages.
- Schaefer-Kehnert, Walter. Approaches to the Design of Agricultural Development Projects. 1977, 12 pages.
- Kulp, Earl M. Designing and Managing Basic Agricultural Programs. 1977, 280 pages.
- Delp, Peter, Arne Thesen, Juzar Motiwalla, Heelakantan Seshadri. Systems Tools for Project Planning. 1977, 27 1/2 pages.
- Job, Brian L. The Application of Quasi-Experimental Methodologies to the Design and Evaluation of Foreign Assistance Projects. Forthcoming: December, 1977.

UNPUBLISHED REPORTS FUNDED BY MUCIA-PASITAM, 1973-77

Francis W. Hoole, "Evaluating the Impact of International Organizations," plus three other chapters on program evaluation.

Harbans Bhola, "The Grammar of Artificial Action," and "Institutional Approaches to Innovation and Change: The Configurational Perspective on Institution Building."

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