

**ORGANIZATION AND ADMINISTRATION  
OF  
INTEGRATED RURAL DEVELOPMENT**

**USAID PROJECT 936-5300**

**ADMINISTRATIVE REPORT NO. 4**

**October 15, 1979**

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ORGANIZATION AND ADMINISTRATION OF  
INTEGRATED RURAL DEVELOPMENT

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Ending Sept. 29, 1979.

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Submitted By: Development Alternatives, Inc.  
1823 Jefferson Place, N.W.  
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Under Contract No. DSAN-C-0065.

October 15, 1979

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## I. Introduction

The general objective of the services provided by Development Alternatives, Inc., (DAI), under contract No. DSAN-C-0065 is "To improve the effectiveness of on-going and future Integrated Rural Development (IRD) efforts. This objective will lead to the broader goal of helping developing countries reduce the number of rural poor whose basic human needs are not being met."

To achieve this objective, four (4) years of professional technical assistance are being provided from September 29, 1978 to September 28, 1982. That technical assistance consists of the following outputs:

- (A) State-of-the-Art Paper (SOAP);
- (B) Networking of consultants;
- (C) Review of ten developing countries;
- (D) Formal analysis of and assistance to local IRD projects; and
- (E) Manual for designing IRD activities.

The purpose of this quarterly report is to present an account of progress made toward the general objective stated by outlining activities undertaken for each of the five outputs.

The basic format of this report is: (1) a synopsis of activities to be presented for each output, and (2) a detailed record of expenditures and personnel employed to be attached. Additional attachments will be included when appropriate.

To facilitate the location of particular items, and to achieve a concise presentation, the following format will be used for the synopsis of activities:

- (a) An abbreviated version of each output in the program description will be stated;
- (b) Each abbreviation will be followed by a narrative summary of accomplishments and problems related to the expected time frame for that output; and
- (c) The narrative summary will begin with a status code. The codes are as follows:

I. Introduction (continued)

PENDING: This signifies that no input was made for the period covered by this report, according to the schedules defined in the program description.

LIMITED: This signifies that not enough input has been made to directly produce an output.

SIGNIFICANT: This signifies that inputs have made a direct contribution to an eventual output or that an output has been partially completed.

COMPLETED: This signifies that an output has been achieved.

This should maintain brevity while simultaneously allowing an assessment of both contractor inputs and progress toward specific objectives.

## II. Activities and Progress

Each output is presented below and is followed by a brief progress report.

### OUTPUT A: STATE-OF-THE-ART PAPER

OUTPUT DESCRIPTION: Existing knowledge about IRD will be combined with the lessons of experience drawn from on-going IRB activities into a State-of-the-Art paper which synthesizes knowledge about a number of aspects of IRD design and administration. An initial draft SOAP will be completed at the end of year one of the contract. This document will be revised near the completion of the four years to include lessons learned during the life of the contract.

STATUS CODE: SIGNIFICANT

As noted in the previous quarterly reports, the approach to preparing the SOAP has evolved as the year has progressed. During the second half of this quarter we were engaged in the final field visits which will provide input for the SOAP (to be written between November 1979 and January 1980), and progressed further in defining the strategy for SOAP preparation. Observations, problems encountered, and steps to be taken are summarized below:

- In reviewing the literature one observation stands out: many journal articles focusing on IRD are mediocre. Many of them either spend pages defining the topic or else say what we already know -- a "Total Systems Approach" is necessary but it is also difficult to manage and it may even be impossible to implement. The more erudite the writer, the more boring the language. The substance, however, remains rather constant.

One limitation on the SOAP, therefore, revolves around the quality and focus of the IRD-specific literature.

Another limitation of the exercise is that many essays which attempt to go beyond general descriptions and examine organization or management variables are written by individuals who have not been directly involved in the management field and who have limited exposure to the management literature. Consequently, the authors often present perspectives that are either outdated or are representative of only a weak school of management thought. Some articles in the Journal of Agricultural Administration, for example, fit these categories.

Another limitation on the SOAP, therefore, involves a weakness in the organization and administration dimensions of much of the rural development literature.

The third literature limitation is the academic/policy/big-picture orientation of many writers. These people either prescribe changes in international political economy or they note unalterable local constraints to success, or they dictate national policy requirements or explore the epistemology and ontology of "Development." Such exercises produce little of practical value to field managers.

Although these three limitations reduce the value of a literature search, it still must be done. Without such a search we cannot claim to present even a very rough approximation of the "State of the Art" because our small sample of field visits will most likely contain biases. Moreover, only looking at our own work produces a dangerous mixture of ignorance and arrogance.

- In addition to the work that is already underway toward the literature search, additional steps were defined to be completed before commencing writing the SOAP.
  - Identify knowledgeable individuals in the field who have not yet been personally contacted (e.g., John Montgomery at Howard; Dennis Rondinelli at Syracuse; William Siffen at Indiana, Norman Uphoff at Cornell, etc.);
  - Send each a letter describing our effort and requesting a list of pertinent journals, books, and monographs;
  - When the responses from these individuals are received, record the recommendation frequency of various journals and expand our list to include high frequency journals

which we are not already reviewing. However, if we have previously determined that certain journals are not of value, they would be deleted from the list.

- Review the articles selected for significant support or non-support of the hypotheses which we have developed.
- Additional issues which were addressed include the problems of (a) narrowing the "organization/administration" variable to analyze, and (b) settling on a preliminary SOAP outline. The former calls for a "model" which provides a tight focus and yet is reasonably comprehensive. The latter must address -- at least initially -- the issue of what form a "State of the Art" should take. Opinions concerning this vary widely: some consider it an annotated bibliography; others see it as action hypotheses or guidelines that are based on varying levels of certainty; some see it as an exercise in taxonomy; and still others think that it should be structured around case studies.

The development of an appropriate model and a consensus on the SOAP outline are issues which, while addressed during this quarter, will be primary concerns in October and November -- the period when decisions will be made concerning what form the SOAP will take.

## OUTPUT B: NETWORKING OF CONSULTANTS

OUTPUT DESCRIPTION: AID's pool of consultants will be expanded by locating individuals who are experts in various aspects of IRD and providing their names, addresses and indexing codes on an updated list.

STATUS CODE: LIMITED

The system for indexing consultant data, initially presented in Administrative Report #3, has been expanded to include more detailed information on consultant background and qualifications.

Specific areas of experience and expertise have been identified as relevant for the Networking Listing of Consultants. Each consultant is matched with an Occupational Specialty (Step A), which is further defined by one or more Functional Skill Areas, (Step B), and finally applied to one or more Program Areas (Step C).<sup>1</sup> The sub-divisions within each of these steps are provided below.

### Step A: OCCUPATIONAL SPECIALTY

1. Accountant
2. Agriculturist
3. Anthropologist
4. Development Administration Specialist
5. Economist
6. Educator
7. Engineer
8. Financial Analyst
9. Information Systems Specialist
10. Management Specialist

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<sup>1</sup> A similar system employed by another project was mentioned by Jim Lowenthal, DS/RAD, who suggested that the Network Listing might profit from such an approach. The indexing system presented here is based on that system, with some adjustments and modifications.

11. Marketing Specialist
12. Operations Research Specialist
13. Organizational Development Specialist
14. Sociologist

Step B: FUNCTIONAL SKILL AREA(S) (*Select one or more*)

1. Applied Research
2. Appropriate Technology Development
3. Curriculum Development
4. Economic/Financial Analysis
5. Extension Work
6. Forecasting/Sectoral Planning
7. Human Resource Development/Manpower Training and Development
8. Impact Evaluation
9. Information/Communications
10. Logistics (scheduling)
11. Personnel Administration
12. Policy Analysis
13. Procurement
14. Project Design (Identification, Preparation)
15. Project Monitoring/Control
16. Other

Step C: PROGRAM AREA(S) (*Select one or more*)

1. Agro-Industry
2. Construction/Infrastructure
3. Cooperatives/Local Organizations
4. Crafts/Cottage Industry
5. Credit/Finance
6. Farm Management
7. Fisheries
8. Food Production, Processing, Storage
9. Forestry
10. Horticulture
11. Housing
12. Irrigation
13. Livestock
14. Non-Formal Education
15. Nutrition
16. Pest/Disease Control
17. Power/Rural Electrification
18. Public Health
19. Range Management
20. Seed Multiplication
21. Soil Conservation
22. Urban Development
23. Vocational Education

Thus, a consultant might be coded as an anthropologist (Step A) with experience in Human Resource Development/Manpower Training and Extension Work (Step B) in projects dealing with Cooperatives/Local Organizations or Non-Formal Education (Step C).

This change in approach was initiated when our previous system of categorization proved inadequate -- the categories used were so general that needed distinctions related to occupational specialty and functional skills could not be made. The new system, as it has been designed, should improve the categorization process for two reasons: (1) a pre-determined set of relevant criteria will lend consistency to the network listing as a whole; and (2) the number of possible criteria combinations is increased, thus the facility for describing actual experience and expertise is increased, while the set of criteria for consideration remains relatively small. An additional advantage of the system is the ease with which it may be converted to computerization.

## OUTPUT C: TEN COUNTRY REVIEW

OUTPUT DESCRIPTION: Descriptive and evaluative documentation of income production and social service (but not necessarily IRD) projects from ten countries in which the U.S. has bilateral programs will be assembled, and the administrative and organizational structures for such projects will be analyzed in the light of the differing human and natural resource endowments of the countries involved.

STATUS CODE: SIGNIFICANT

In August the last series of country visits commenced prior to the preparation of the SOAP. During the quarter four visits were made -- to Liberia, Indonesia, Thailand and Yemen. In Liberia and Indonesia consulting assistance was provided to two IRD projects, while the visits to Thailand and Yemen involved discussions with USAID Mission Staff concerning potential future work.

For the balance of the year trips are scheduled to the Philippines, Yemen and Nepal.

The visits completed during the quarter are summarized below:

- In Liberia a three-person team provided consulting services to the Lofa County Agricultural Development Project (LCADP) for two purposes: to conduct a management workshop for middle-level project supervisory staff and to provide recommendations for improving project vehicle repair and maintenance. The management workshop was aimed at identifying problems confronting selected field supervisors and working with them to define solutions. The particular problems addressed included:
  - The organization and management of staff time;
  - Setting objectives and determining their priorities;

- The effective delegation of authority;
  - Developing skills for increasing two-way communication;
  - Planning and following up staff work;
  - Developing approaches to problem diagnosis and solution; and
  - Devising approaches to decisionmaking.
- A description of the work is included in the Liberia Trip Report (Attachment 1) and the abstracts of the two reports prepared for the project, "Addressing Problems of Middle-Level Management: A Workshop Held at the Lofa County Agricultural Development Project" and "Management Assistance to LCADP Transportation Logistics: Observations and Recommendations," are included as Attachments 2 and 3 below.
  - The Indonesian work involved an assessment of an IRD project being undertaken by the Save the Children Federation in Aceh Province, Northern Sumatra. Of particular interest were issues related to the management approach to activity identification and villager participation, coordination of project resources, the prospect for project activities to become more self-sustaining, and consideration of activity replication. The Trip Report is presented below as Attachment 4; the field report is still in the process of preparation.
  - In Thailand discussions were held with the RDO, Robert Queener, concerning the prospects for follow-up visits to provide technical assistance to several IRD efforts underway in Thailand: The ARD economic village program, the Lam Nam Oon project, and the decentralization process being undertaken by the GOT. Problems do exist related to the organization and administration of these projects -- problems that could be usefully addressed by short-term technical assistance. The Mission stressed the desire to utilize existing Thai expertise in these fields. The possibility of collaborative work between the IRD Project and Thai management firms needs to be pursued.
  - The Yemen visit resulted in a renewed request by the Mission for assistance in November and December to carry out work prior to the commencement of the Local Resources for Development Project (045). The

assistance would involve selecting Local Development Associations (local level organizations presently involved in a variety of development activities) for inclusion in project 045 and assessing constraints to their implementing development work.

**OUTPUT D: ASSISTANCE AND ANALYSIS**

**OUTPUT DESCRIPTION:** IRD assistance teams will be assembled and sent to selected countries where IRD activities are being planned, implemented or evaluated. The teams will diagnose local IRD management needs and prepare written analyses which suggest organizational changes or reinforcements to facilitate more effective or efficient project management.

**STATUS CODE:** LIMITED

While in Indonesia Peter Weisel and Jerry Van Sant spoke with the USAID Mission concerning the possible use of IRD resources through the remaining three years of the contract. The result was a verbal request by the Mission for up to 48 person weeks (half IRD U.S. personnel and half Indonesian) to assist with the GOI Provincial Development Project (PDP). Specifically, assistance is sought to help develop the institutional capability in the GOI at the provincial, district and sub-district levels to plan, manage and evaluate PDP activities. This request, which will likely be formalized in October, is the first for the provision of assistance on an ongoing, long-term basis.

OUTPUT E: IRD DESIGN MANUAL

OUTPUT DESCRIPTION: A manual for designing IRD activities will be drafted and a conference on "designing and managing IRD" will be conducted.

STATUS CODE: PENDING

### III. Administrative Issues

The summary which appears below serves as an overview of ongoing administrative processes, identifying administrative issues that have been successfully dealt with, as well as discussing present and potential problems in the administration of the project.

In addition, interactions that have taken place between project members, and contract authorities (such as core team meetings, correspondence, etc.) will be discussed from an administrative viewpoint.

#### SUMMARY

Administrative issues of relevance during the quarter include the following:

- The re-constituted Project Committee -- consisting of representatives from the Regional Bureaus and DS/RAD -- met to (a) review the progress of the contract and (b) deal with issues/problems confronting contract activities. Of primary interest to the Committee members was the need to define ways which they can facilitate IRD project work, particularly with regard to identifying projects which might utilize the available resources as well as assisting in obtaining to such projects.

Committee members also requested materials from DAI which would better explain the activities of the contract, what alternative resources are available, and how they can be tapped. In response to this a revised project description has been prepared (Attachement 5). Additional materials need to be identified and made available to the Committee.

- Craig Wenger, a student at American University majoring in International Development, began part-time work with the project as a volunteer intern. His responsibilities are primarily two: to assist in research for the SOAP and to prepare country briefing papers for field teams prior to field visits.
- Enclosed as Attachment 6 is a guide prepared during the quarter for writing IRD reports. It is intended to give authors of field reports general guidelines for report preparation,

while at the same time providing the flexibility to allow for variation dictated by the type of report needed. The guide results from great variations in quality and format of field reports to date.

- Greater attention was paid during the quarter to specifying deadlines for reports from field teams. In the case of one project visit, team members were unable to complete a report prior to leaving the country and were immediately involved in other work upon their arrival back in the United States. The result was an unnecessary -- and uncalled for -- delay in recording field observations and recommendations.

IV. ATTACHMENTS

ATTACHMENT 1

LIBERIA TRIP REPORT

## LIBERIA TRIP REPORT

THOMAS ARMOR, PETER WEISEL, DAVID MILLER

AUGUST 10 - AUGUST 28, 1979

### Purpose

The purpose of this consultation was two-fold: to conduct a management workshop for middle-level supervisory staff of the Lofa County Agricultural Development Project (LCADP) and to provide management assistance for improving transportation maintenance within the LCADP. Thomas Armor and Peter Weisel provided technical assistance over a three-week period for the former and David Miller supplied assistance to the vehicle maintenance shop and developed approaches for preventive maintenance of vehicles.

### Issues Addressed

#### *Middle Level Management Workshop*

The management workshop was aimed at identifying problems confronting field supervisors and working with them to define solutions. The problems addressed included:

- The organization and management of staff time;
- Setting objectives and determining their priorities;
- The effective delegation of authority;
- Developing skills for increasing two-way communication;
- Planning and following up staff work;

- Developing approaches to problem diagnosis and solution; and
- Devising approaches to decisionmaking.

The process used in conducting the workshop involved working with all levels of project staff -- from the Project Manager and Deputy, to those in charge of the various divisions within the project to field staff -- to initially define problems and subsequently to define potential solutions. An implicit objective of the workshop was to relate the management problem areas directly to the participants' own job experience. As a result, problems were introduced and discussed in terms and with examples developed by the workshop participants themselves. Whenever practical, issues were explored in relation to current concerns and the focus was on defining practical and clear options from which the participants could choose in making management decisions.

The assistance provided to the LCADP transportation maintenance effort was aimed at offering observations regarding a series of issues:

- Motorbike preventive maintenance training;
- Development of a motorbike preventive maintenance program for the field staff;
- Preventive maintenance for other vehicles and heavy equipment;
- Maintenance of the vehicle repair shop;
- Maintenance of tools, equipment and repair manuals;
- The need for and proper use of motorbike oil;

- Procurement and storage of spare parts;
- The maintenance of vehicle repair records; and
- The organization of the workshop.

The recommendations focused largely on improving preventive maintenance procedures, proper staffing of the vehicle repair shop to adequately handle the vehicle maintenance load, the proper handling and maintenance of tools, and establishing adequate procurement procedures for spare parts.

Primary Individuals With Whom Discussions Were Held

LCADP

Mr. Michael Macklin	Project Manager
Mr. Jeremiah Tulay	Deputy Project Manager
Mr. Daniel Goe	Administrative Manager
Mr. Mohamedu Jones	Assistant Administrative Manager
Mr. Thambirajah Yogarajah	Financial Manager
Mr. Samuel Moiyallah	Deputy Financial Manager
Mr. Peter Aagaard	Agricultural Manager
Mr. Robert Sele	Deputy Agricultural Manager
Mr. Peter Sutcliffe	Land Planning Manager
Mr. Joseph Baclig	Credit Manager
Mr. Johnson	Commercial Office
Mr. Clement Koha	Deputy Training and Development Manager
Mr. Momo Horace	Project Supervisor - SSU
Mr. Alfred Worzi	Deputy Planning and Evaluation Manager
Mr. Albert Bass	Deputy Commercial Manager
22 field staff -- participants in the management workshop	

USAID

Mr. Remo Ray Garufi	Director
Mr. Jack Cornelius	Agricultural Director
Mr. Sol Sherman	Rural Development Division

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ATTACHMENT 2

LIBERIA FIELD REPORT ABSTRACT

"ADDRESSING PROBLEMS OF MIDDLE-LEVEL MANAGEMENT:  
A WORKSHOP HELD  
AT THE LOFA COUNTY AGRICULTURAL DEVELOPMENT PROJECT"

LIBERIA FIELD REPORT ABSTRACT:  
ADDRESSING PROBLEMS OF MIDDLE-LEVEL MANAGEMENT:  
A WORKSHOP HELD  
AT THE LOFA COUNTY AGRICULTURAL DEVELOPMENT PROJECT  
Thomas Armor

This report resulted from two-and-one-half weeks of work in Liberia by a two-person team conducting a middle-level management workshop at the Lofa County Agricultural Development Project (LCADP). The workshop was headed by Dr. Thomas Armor, assisted by Dr. Peter Weisel. The purpose of the workshop was to help in the identification of management skill deficiencies of middle-level managers and, along with all levels of project staff, to develop approaches to skill upgrading. An implicit objective of the workshop was to relate the management problem areas directly to the participants' own job experience. As a result, problems were introduced and discussed in terms and with examples developed by the workshop participants themselves.

The principal problem areas identified, along with observations related to each, are as follows:

- Organizing and Managing Time.

Two issues related to time management emerged as important: (a) the realization that time is a scarce resource and so needs to be managed; and (b) the need to determine when it is most efficacious to carry out a task oneself as opposed to delegating it to others.

Senior project management were concerned that staff too often perceive time as an unlimited resource. The result of such an attitude is the failure to meet critical deadlines, the inability to coordinate activities with others in a timely manner, and so forth. Thus, efforts were made to increase awareness of the need to think of time as a limited good which must be managed in an economical manner.

- Setting objectives and determining priorities.

This issue was dealt with through a problem solving exercise known as Force Field Analysis (FFA). FAA presents participants with a step-by-step procedure for identifying clear operational objectives and defining action steps arranged by priority. In working through this exercise, participants expressed the view that their ability to pursue agreed upon objectives and priorities was sometimes limited by their superiors' interventions and attempts to redirect their efforts. The overall effect, in their view, was to create confusion and wasted effort. They expressed a desire for more autonomy and support for their own methods and priorities, with superiors providing guidance and advice rather than giving direct orders. A better clarification of these issues -- focusing on the identification of those areas over which middle-level management has control and those areas over which senior management properly exercises authority -- would help alleviate frustrations resulting from these concerns.

- Expanding approaches to staff motivation.

This issue was first approached in discussions arising out of an exercise to identify "characteristics of good and poor managers." These discussions highlighted what motivated the participants and led them to explore how they were or were not providing positive motivation to their own subordinates.

A second approach to this issue was touched upon in the discussion that included Managers and Deputies on the last day of the workshop. At this time the use of positive incentives was explored, with emphasis on ways the Officers could directly employ such incentives with their own subordinates.

- Increasing two-way communication.

The importance that the participants placed on developing two-way communication between themselves and their subordinates was evidenced by their desire to be rated by their subordinates using the "characteristics of good and poor managers" list. This was seen as a useful step to initiate and increase two-way communication.

- Planning and following-up staff activities.

The participants gained practical insights about planning and following-up staff activities through a "Use of Time" exercise. In addition, during the meeting between participants and the Division Managers and Deputies, a common desire for and commitment to increased involvement of Officers in the Project planning cycle was expressed.

- Diagnosing and identifying solutions to problems.

This issue was most directly and successfully addressed in the Force Field Analysis exercise. As a result of this exercise, each participant developed and analyzed an action plan for a set of problems from his own job situation.

- Identifying effective approaches to decisionmaking.

To identify effective approaches to decisionmaking, the Officers participated in an exercise that compared individual and group decisionmaking. The most important point raised during discussions of this is the clear desire for increased involvement in the Project's decisionmaking process at all levels. The highly centralized decisionmaking character of the project was questioned as to its effectiveness. Participants felt many decisions routinely referred to higher organizational levels could be resolved at a lower level if the responsibility and authority for such decisions were to be decentralized and delegated to lower levels.

ATTACHMENT 3

LIBERIA FIELD REPORT ABSTRACT

"MANAGEMENT ASSISTANCE TO LCADP TRANSPORTATION LOGISTICS:  
OBSERVATIONS AND RECOMMENDATIONS"

LIBERIA FIELD REPORT ABSTRACT  
MANAGEMENT ASSISTANCE TO LCADP TRANSPORTATION LOGISTICS:  
OBSERVATIONS AND RECOMMENDATIONS

David W. Miller

This report resulted from four weeks of work with the Lofa County Agricultural Development Project in Liberia. Mr. David W. Miller, a DAI consultant, provided management assistance aimed at improving LCADP transportation logistics.

The work focused on the examination of factors that affect successful transportation support and the identification of appropriate, practical methods to improve maintenance and supply activities. Recommendations were made based on interviews with project personnel, personnel of the principal parts supplier, observation of transportation and transportation and supply activities, and examination of available documents.

A lack of preventive maintenance (PM) on the part of motor-bike drivers was found to be a major impediment to LCADP Transportation Logistics. Accordingly, PM training was recommended for all current and future bike drivers. The suggested three-day intensive training course would include:

- Instruction in the basic theory and functioning of the engine, drive train, and suspension systems;
- How-to demonstrations of maintenance procedures; and
- Closely coached practical exercises in all PM techniques with full student participation.

To amplify the beneficial effects of PM training, to increase and maintain awareness of the importance of PM, and to better insure that PM is actually performed, it was recommended that the Administration Division, with the assistance and cooperation of all divisions, institute a PM Program. Such a Program would:

- Require that every bike driver perform certain PM pre-operation functions each day before use, and others every seven days;
- Require officers to perform unscheduled, detailed inspections, using inspection check sheets for guidance and to record results, and to include a section on PM in formal performance evaluations of aides;
- Use maintenance records to identify problem drivers; and
- Establish a PM and Safety Award Program that would each month reward a driver with a modest bonus in recognition of an outstanding maintenance and safety record.

Understaffing and low pay relative to others appeared to contribute to a reduced level of morale among transportation maintenance personnel below the supervisory level. Increased wages, redistribution of work assignments, some organizational changes, and several additional hires were recommended to alleviate this problem.

The lack of spare parts and material stores, as well as limited tools and equipment were addressed with the following recommendations:

- Increase Bike Shop security with a gate to limit access to maintenance personnel only;

- Place high budget and procurement priority to obtaining the proper tools and equipment, and obtain and use vendor catalogues to write accurate purchase orders;
- Institute a motorbike oil distribution plan to insure that the proper weight oil is available to those who need it; and
- Establish a system to track usage and order time of spare parts, and order spare parts based on an analysis of this data.

A maintenance record system including a Monthly Maintenance Sheet and a Workshop Job Card was recommended to aid in controlling work flow and to provide data for analysis of the quality of Workshop/Bike Shop maintenance, of the quality of driver PM and of the condition of the vehicle.

Upon completion of work, Mr. Miller compiled his observations and recommendations on site and presented them to the Project Manager in written memo form before departing. USAID Monrovia was provided with a copy. The memo was written specifically and exclusively for the direct use of project management by providing practical suggestions for changes and improvements that could be implemented without delay. The report abstracted here is based on the text of Mr. Miller's original memo.

ATTACHMENT 4

INDONESIA, THAILAND AND YEMEN TRIP REPORT

INDONESIA, THAILAND AND YEMEN TRIP REPORT

PETER WEISEL AND JERRY VAN SANT

SEPTEMBER 5-22, 1979

Purpose

The purpose of this trip was to (a) provide an assessment of the Community Based Integrated Rural Development (CBIRD) Project being implemented in Aceh, Indonesia by the Save the Children Federation, and (b) discuss possible future work with the USAID Missions in Thailand and Yemen.

Issues/Summary of Findings

A. *Indonesia*

Peter Weisel and Jerry Van Sant undertook the work in Indonesia. The CBIRD Project provides an interesting case in which to examine a series of issues related to the organization and administration of a small-scale IRD project. Of particular interest were five general issues:

- Local level participation, including the process of villagers becoming involved in project decisionmaking;
- The role and involvement of local level organizations;
- The control and flow of development resources in the project area;
- Potential for project replication; and
- Prospects for project benefits to become self-sustaining.

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Several of the more relevant findings regarding these issues include:

- An unusually high level of village participation is exemplified in the CBIRD Project. While this was not the case at the inception of the project, over time progressively greater involvement of villagers has resulted. Of central interest is the identification of factors important in this change. Most critical appears to be (a) the fact that those involved in the village committees responsible for planning and implementing village activities are not paid; historically, local elites have been paid for such work, and their interest has lagged because of a lack of remuneration. As a result, villagers who view the activities as potentially beneficial to themselves have increasingly assumed committee positions, with a resulting increased role in decisionmaking; (b) IBIRD has refused to channel funds into village committees in which local elites have used the resources solely for their own benefit; and (c) an "open management" approach has been followed which involves announcing all project-related decisions and publicly accounting for all project funds. This approval has resulted in effective pressure being brought upon local leaders, who were misappropriating resources, to relinquish their authority -- allowing broader participation in project decisionmaking by villagers.
- The issue of project size becomes central when considering the potential for replicating project activities and sustaining project benefits. Because the project is small it has: (a) been able to mobilize existing ministry field staff which have been previously under-utilized, and so has not confronted a field staff/constraint that would likely result if the project were larger; (b) not faced potential problems resulting from poor infrastructure (roads, markets, etc.) which are endemic to larger-scale IRD efforts; and (c) not confronted a management constraint -- also a problem frequently encountered in large-scale projects.

*B. Thailand*

Discussions were held with the RDO, Robert Queener, concerning the prospects for follow-up visits to provide technical assistance to three IRD activities underway in Thailand: the ARD economic village program, the Lam Nam Oon project, and the decentralization effort being undertaken by the Government. While no specific assistance was settled upon, the prospect for collaboration between the IRD project and expertise drawn from Thai management firms was explored.

*C. Yemen*

The Yemen visit resulted in a renewed request by the Mission for assistance in November-December to carry out work prior to the commencement of the Local Resources for Development Project (045). The assistance would involve selecting Local Development Associations (local level organizations presently involved in a variety of development activities) for inclusion in project 045 and assessing constraints to their implementing development work.

Primary Individuals With Whom Discussions Were Held

*Indonesia*

SCF Indonesia

Martin Poland	Director
Hasan Basry	Training Director
Nukman Affan	Fieldwork Supervisor
Dr. Ruchira Poland	Health and Nutrition/Social Development Coordinator
Ibu Eutik Atika Utyu	Program Director
Brenda Langdon-Phillips	Intern

1/

GOI

Dr. Mohd Roesli Josef	Head of the Provincial Office of the Ministry of Agriculture
Dr. Yulidden Away	Head of the Provincial Office of the Ministry of Health

Tangse

Alwi Abdullah	Chairperson, Muslimat Woman's Group
Ibu Cut Bunsu	Chairperson, Muslimat Woman's Group
Ibu Cut Kartijah	CDC Social Development Coordinator for Women's Activities

USAID

Bernard Salvo	Chief, Office of Voluntary and Humanitarian Programs
Louis Kuhn	Office of Voluntary and Humanitarian Programs

*Thailand*

Robert Queener	Rural Development Officer, USAID Mission
----------------	--

*Yemen*

Frank Pavich	Rural Development Officer, USAID, Sana
Jon Swanson	Contract Anthropologist, USAID

ATTACHMENT 5

PROJECT DESCRIPTION

# PROJECT DESCRIPTION

## ORGANIZATION AND ADMINISTRATION OF INTEGRATED RURAL DEVELOPMENT AID PROJECT 936-5300

Organizational arrangements and management practices are often major determinants of project success, yet they tend to be given low priority in implementation. This project is an attempt to raise that priority by selectively focusing on those projects most prone to organizational and administrative difficulties -- Integrated Rural Development Projects.

In September 1978, Development Alternatives, Inc., and Research Triangle Institute signed a four-year contract with USAID to assist donor agencies and host governments with the organization and administration of integrated rural development. The scope of this contract includes IRD projects of all sizes and types. Moreover, it provides for flexibility in staffing and timing.

The project supports rural development efforts by simultaneously addressing two objectives. The first objective is to provide field staff with technical assistance in the organization and administration of ongoing IRD projects. The second is to learn more about what organizational arrangements and

management actions have contributed to project success. Each objective is discussed below.

### Assisting the Field

The technical assistance provided by this contract has two dimensions. The Development Administration facet emphasizes formal organizational structures and management procedures. This includes financial management, mechanisms for interagency coordination and beneficiary participation, incentives and disincentives that affect staff behavior, and other organization design concerns. The Organization Development facet emphasizes informal, interpersonal interaction. This includes leadership styles, multiple objectives and views held by different actors, conflict resolution processes, goal clarification and other behavioral and attitudinal concerns.

Short-term assistance teams have been fielded with members skilled in both approaches. The work of these teams has produced project-specific field workshops, written assessments of operational procedures, and a report of project experience to be used in a successor project. Each product is tailored to the specific needs of particular field situations, and visits have ranged from a few days to six weeks. Often two visits are used to diagnose and then deal with implementation needs. Ideally, this will lead to continuous long-term involvement with selected projects as this assistance becomes identified as an ongoing component of project implementation.

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### Advancing the Art

The second objective of this project is to learn more about what organizational mechanisms and management decisions improve the chances of project success in different situations. Such a contribution requires merging the lessons of the field with the literature of organization and management (O & M). This is being accomplished through a state-of-the-art paper which will be based on the literatures of both O & M and development, as well as on the lessons gained from direct project experience.

During field visits, an attempt is made to relate the general knowledge of the organization and administration of IRD to the particular situation encountered on site. This supports a two-way learning process that allows both the consultants and the field personnel to gain from the experience.

### Project Outputs

The major outputs of this project will be: (1) direct assistance to project implementors; (2) a state-of-the-art paper; (3) a list of consultants skilled in the O & M of IRD; and (4) either a summary conference to be held during the final year of the contract or a series of workshops or conferences to present the findings of the Project.

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ATTACHMENT 6

IRD WRITING GUIDE

WRITING IRD REPORTS

A DRAFT GUIDE

PREPARED BY IRD STAFF

September 14, 1979

## PREFACE AND ACKNOWLEDGEMENT

The purpose of this consultancy service provided by Development Alternatives, Inc. (DAI) is "to assist the Bicol River Basin Development Program Office and participating technical line agencies design appropriate beneficiary and project implementation/organizational arrangements at the planning stage...and review the current organizational arrangement and on-going implementation of two Bicol Integrated Area Development Projects supported by AID loans." The results of this service are to emphasize "alternative farmer organizational arrangements to operate and maintain project irrigation systems and to facilitate small scale farmer agriculture support activities."

To achieve this purpose, three (3) man-months of professional technical assistance were provided from June 1 to August 31, 1978. That assistance was rendered by Dr. George Honadle, a Senior Development Specialist at DAI who specializes in organization design and project implementation and who has previous experience in the Bicol.

This report is the final output of the technical assistance noted above. Two progress reports presented the implementation workshops conducted at the Bula and Libmanan project sites and the seminars held for BRBDP and line agency personnel: the project-specific workshops focused on resolving actual field problems which were impeding implementation; the seminars examined ways to anticipate implementation problems during project planning and design. This final report only examines alternative farmer organizations for irrigation management and agricultural support. Thus a more complete picture of the services rendered can be gained by consulting all three reports.<sup>1/</sup>

During the consultancy period, numerous people provided invaluable encouragement and assistance. In the BRBDPO, directors Camilo Balisnomo and Carmelo Villacorta and Messrs. Wilfredo Olano, Fernando Alsistó, Jr. and Domingo Monasterio were especially helpful. At USAID, Don Wadley, Stuart Callison, Ralph Bird and Emil Hudtohan were most supportive. Additionally, the staff of the Bula and Libmanan projects, the Economic Development Foundation, the provincial office of the Bureau of Agricultural Extension, Crisanto Gimpaya, Regional Director of the National Irrigation Administration, and Salvador Pejo, Regional Director of the Dept. of Agrarian Reform, all encouraged the consultant's efforts. The officers of the Handong Irrigation District (H.I.D.) and the San Ramon Farmers Irrigators Association (SRFIA) were also very cooperative and encouraging. And last, but not least, the writer would like to extend a special thanks to the participants in the L/C IADP workshop who so generously expressed their appreciation for his effort.

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<sup>1/</sup> Readers interested in these other activities especially should consult "Organization Design and Implementation in Selected Bicol Projects," Progress Report # 2, July 31, 1978. Workshop materials and other contract outputs are attached to that report.

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IRD REPORT FORM

## IRD REPORT FORM

Reports are results of responses to Scopes of Work (Terms of Reference). Since responsiveness is one criterion for judging report quality, the major elements of the scope should be noted at the outset of the report. Additionally, visit duration and team size and makeup limit report content. These should also be noted so the reader of the report is aware of the nature and magnitude of the effort that produced the report.

An example of the suggested format, with appropriate content for a preface to a field report, appears at the end of this section.

Basic report contents will include "Background," "Findings," and "Recommendations," though no rigid headings or report organization can be prescribed because different clients may prefer different approaches, and a specific problem may require that the theme be developed in a particular manner. Thus, flexibility is necessary.

The following five factors, however, must guide the presentation.

- (1) Definitions - Are critical words tightly defined in the Report? One function of a report may be to create orderly definition, and loose word usage may be counterproductive in cases where clarity and consensus are needed.
- (2) Readership - Who is expected to read and use the report? How will they use it? What items are sensitive and how can they be presented to convey the message without offending? What items must be dealt with verbally only and not put in the written report?

- (3) Data - Is there consensus on problem definition or must quantitative data be used to support it? (e.g., "unqualified" extension agents vs. number with degrees, previous years' farm experience, percent who speak peasant dialect, etc.). The legitimacy of a report in the eyes of field personnel is often related to what items are accepted as "facts" and how they are presented. Careful consideration must be given to support for conclusions.
- (4) History - What do different clients expect? What has been promised? Who is expected to "own" this report and how will this ownership influence those who might read it and use it? This may affect the tone and the headings of the report; it may suggest certain words which must be either used or avoided in the presentation.
- (5) Professionalism - Reports are problem-oriented documents, not personal chats. The third person should be used as much as possible and positions (e.g., project management) rather than personalities (e.g., Joe Fernandez) should be used when describing or recommending actions.

REPORT PREPARATION

## STRUCTURAL CONSIDERATIONS

### Outlining

A basic structural design underlies every kind of writing. Before beginning to write, the author should outline his report in order to check his logic and lend structure to his thoughts.

### Headings

Headings are used both in the author's outline and in the final report. The purpose of headings is two fold: (1) to indicate the logical direction of the report; and (2) to make the report easier to read and reference by separating sections of straight text.

For headings to be effective they must be:

- accurate;
- concise; and
- distinctive.

When using the outline form, there should be at least two headings of equal level in each sentence. The number of levels should generally be restricted to no more than three. A short report might be overburdened with more than one or two levels and may need none at all.

### Paragraphs

The paragraph should be the unit of composition. In general, single sentences should not be written as paragraphs. An exception may be sentences of transition between paragraphs.

As a rule, begin each paragraph with a topical or transitional sentence. The paragraph's relation to the whole, or to what it precedes, may need to be expressed; words or phrases such as therefore, again, in addition, serve this purpose.

Enormous blocks of text look formidable to a reader. Breaking long paragraphs in two, even if unnecessary for grammatical reasons, is often a visual help. Keep in mind, however, that an overabundance of short paragraphs can also be distracting.

### Table of Contents

Unless the report is brief, the author should always prepare a draft table of contents. This is especially true when the author has not included headings within the text.

### Annexes

The use of an annex or series of annexes can improve the readability of a report in several ways, for both specialists and lay readers.

First, an annex can be used to segregate series of tables that represent background statistical information rather than data that are needed for a meaningful reading of the text.

Second, an annex can provide for an expanded explication of particular statistical or technical procedures that are not necessary in the text but that can be useful tools for the reader.

Third, an annex can provide for expanded treatment of nontechnical materials that are not necessary within the main text but that are useful adjuncts for total understanding of a topic.

All annexes should be lettered (A, B, E, and so on) and should have titles. Even if they are wholly statistical or tabular, they should open with a brief paragraph of text to relate the material to the earlier parts of the report and to provide a lead-in from the title.

Use annexes only with good reason. To append an annex to a report merely to make the report thicker is not a good reason.

### Figures and Tables

All figures and tables should be sequentially numbered. They should also be titled. The number and title should be

placed at the top. At the bottom, the source should be noted. If the table/figure is original, it should be designated "Source: Compiled by author."

A table is a presentation of numbers or words arranged in columns and rows. Any other diagram or visual display is a figure.

### Metric Measurements

Abbreviate all metric measurements in the lower case. Do not follow with a period; do not add s in the plural. Use a superscript for square or cubic measures.

#### Examples:

ten kilometers = ten km  
1000 millimeter = 1000 mm  
42 square kilometers - 42 km<sup>2</sup>

### Numbers

For numbers from one to ten, spell out; for numbers over ten, use arabic numerals.

## STYLISTIC CONSIDERATIONS

### Be concise.

Omit needless words. Choose simplicity over complexity.  
Never use *the fact that*.

#### Examples:

... *the question as to whether*

whether

... *the way in which the results*

how results

*To begin with I think that  
rural development is ...*

Rural development is ...

...*owing to the fact that*

since (because)

### Be clear.

If you become hopelessly mixed up in a sentence, it is best to start over again. Usually, what is wrong is that the construction has become too involved at some point; the sentence needs to be broken apart and replaced by two or more shorter sentences.

When you say something, make sure you have said it. The chances of your having said it are only fair.

### Use definite, specific, concrete language.

Prefer the specific to the general, the definite to the vague, the concrete to the abstract.

Examples:

*Some additional consideration of personnel policies might enhance the effectiveness of several aspects of project administration.*

A reassessment of personnel policies would improve project administration.

Do not take shortcuts at the cost of clarity.

Do not use initials for the names of organizations unless you are certain the initials will be readily understood. Start by writing out names in full, with the initials immediately after. Once the initials have been identified with the name, later occurrences may use only the initials.

Do not overstate or overwrite.

Overstatements diminish, rather than enhance, the impact of a report, and cause the reader to lose confidence in the author's judgment. Overwritten reports are difficult to comprehend, and generally alienate the reader.

Do not affect a breezy manner.

A breezy style is never correct when writing a report. Take a professional attitude toward your report, and write in a style that is worthy of it.

Revise and rewrite.

Do not be afraid to cut up whatever you have written. It can always be restored to its original form, if necessary.

GRAMMATICAL CONSIDERATIONSWrite with nouns and verbs.

Write with nouns and verbs, not adjectives and adverbs. The adjective hasn't been found that can save a weak or inaccurate noun.

Examples:

*This was during the period when the government was vitally interested in actively helping the project ...*

During this time, the government was committed to assisting the project ...

Use the active voice.

The active voice is usually more direct and vigorous than the passive. In particular, avoid expressions such as *there is*, or *could be seen*.

Examples:

*There is little improvement in communication between nationals and expatriates.*

Communication between nationals and expatriates remains poor.

Put statements in positive form.

Make definite assertions. Avoid tame, hesitating, non-committal language.

Use the word *not* as a means of denial or in antithesis, never as a means of evasion.

It is better to express even a negative in positive form.

Avoid double negatives.

Examples:

*did not have much confidence in*

distrusted

*It is not unlikely*

It is likely

*Further investigation is not possible at this time.*

At this time, further investigation is impossible.

Express coordinate ideas as parallel constructions.

Expressions similar in content and function should be written using a consistent grammatical form.

A recent report looked like this:

- developing ...;
- establishing ...;
- conducting ...;
- to upgrade ...;
- to improve ...;
- provide ....

Although this particular example quoted someone else's document, the same mistake should not appear in IRD reports.

Correlative expressions (*both, and; not, but; not only, but also; either, or; first, second, third; and so on*) should also be constructed using parallel forms.

Keep related words together.

Words and groups of words that are related should be placed together. Confusion and ambiguity result when words are badly placed.

Examples:

*A proposal to amend the implementation contract, which has been variously judged ...*

A proposal, which has been variously judged, to amend the implementation contract ...

*He only found two discrepancies.*

He found only two discrepancies.

Place the emphatic words of a sentence at the end.

The proper place for the word or group of words that should receive the most emphasis is at the end. The other prominent position in a sentence, though less emphatic, is the beginning. Let the degree of emphasis you wish to give a word be your guide in its placement in a sentence.

Examples:

*The accounting system is primarily used by CPAs, because of its complexity.*

Because of its complexity, the accounting system is used primarily by CPAs.

*What is needed in this case is an agricultural economist.*

An agricultural economist is needed in this case.

Avoid a succession of dependent clauses or choppy sentences.

A sentence or paragraph made up of a string of dependent clauses or choppy sentences is monotonous and difficult to read. Rework such clauses and sentences so that they read smoothly.

Examples:

*Furthermore, the teams who work in the field need to become more aware of the villagers' needs which will not be an easy task when you consider that they do not speak the same language and have a great many cultural differences.*

*Furthermore, many teams work in the field. They need to become more aware of the villagers' needs. This will not be an easy task, as they do not speak the same language. Also, they have a great many cultural differences.*

Furthermore, field teams must increase their awareness of village needs. Given the cultural and language barriers between the two groups, this will be a difficult task.

VOCABULARY CONSIDERATIONSAvoid foreign languages.

Sometimes it is necessary to borrow a foreign word or phrase, but in general it is a bad habit. Write in English.

Avoid jargon and fancy words.

Jargon is not an effective form of communication if the reader does not understand it. Take the extra time and space to explain and define the concept you wish to put forth.

Do not use a twenty-dollar word when a ten-cent word is available.

Avoid the use of qualifiers.

Qualifiers tend to dilute a report. *Very, rather, little,* and *pretty* are particularly offensive.

Use figures of speech sparingly.

An occasional simile is effective, an overabundance of them is merely distracting.

When you use a metaphor don't mix it up.

Do not call attention to colloquialisms.

If you must use a colloquialism do not call attention to it by enclosing it in quotation marks.

WORDS AND EXPRESSIONS COMMONLY MISUSED

## WORDS AND EXPRESSIONS COMMONLY MISUSED

Allude.

Do not confuse with *elude*. You *allude* to a book; you *elude* a pursuer. *Allude* is not synonymous with refer.

Affect/effect.

*Affect* is a verb meaning "to influence" or "to produce a change in": A rise in oil prices *affects* the price of gasoline.

*Effect* as a verb means "to bring about," "to cause," "to accomplish." It is an awkward verb and should be avoided.

*Effect* as a noun means "result": The effects of the storm were disastrous.

There is no noun *affect*.

And/or.

A shortcut that often leads to confusion or ambiguity. Try to avoid it.

As to whether.

*Whether* is sufficient.

As yet.

*Yet* is sufficient.

Case.

Often unnecessary.

*In many cases, the rooms were poorly ventilated.*

Many of the rooms were poorly ventilated.

Decision making.

Do not hyphenate.

Factor.

A hackneyed word. Use sparingly if at all.

He is a man who.

A common redundant expression.

He is a man who ...

He is ...

However.

Avoid starting a sentence with *however* when the meaning is "nevertheless." *However* serves better when not in first position.

Imply/Infer.

Not interchangeable. Something *implied* is something suggested or indicated, though not expressed. Something *inferred* is something deduced from evidence at hand.

In regard to.

Often wrongly written *in regards to*. *As regards* is correct and means the same thing.

In the last analysis.

An empty expression.

Interesting.

An unconvincing word; avoid it as a means of introduction.

Irregardless.

Should be *regardless*.

Its/it's.

*Its* is a possessive; *it's* is the contracted form of *it is*.

Literal, literally.

A worn out way to express exaggeration.

Meaningful.

Has been used so often that it is now threadbare.

One of the most.

A feeble means of introduction.

Possess.

Often used because to the writer it sounds more impressive than *have* or *own*. It should be used rarely, if at all.

Respective, respectively.

Can usually be omitted with advantage.

See above, see below.

These phrases should be used solely in reference to figures and tables. Do not make the reader chase back and forth through the text. Take the time to reiterate or explain the concept to which you refer.

Split infinitive.

Avoid splitting infinitives unless you wish to place unusual stress on the adverb.

*to diligently inquire*

*to inquire diligently*

That, which.

*That* is the defining, or restrictive, pronoun; *which* is the non-defining, or nonrestrictive.

*The lawn mower that is broken is in the garage.*  
(Tell which one.)

*The lawn mower, which is broken, is in the garage.*  
(Adds a fact about the only mower in question.)

The fact that.

An especially debilitating expression. Take it out of every sentence in which it occurs.

*owing to the fact that*

since (because)

*in spite of the fact that*

though (although)

*call your attention to the fact that*

remind you (notify you)

*I was unaware of the fact that*

I was unaware that

*the fact that he had not succeeded*

his failure

*the fact that I had arrived*

my arrival

*The truth is ... The fact is*

A bad beginning for a sentence.

*While.*

Avoid the indiscriminate use of this word for *and*, *but*, and *although*. When used as a connective, *while* is best replaced by a semicolon.

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ATTACHMENT 7

EXPENDITURES AND PERSONNEL EMPLOYED

# DEVELOPMENT ALTERNATIVES, INC.

1823 JEFFERSON PLACE, N.W.

WASHINGTON, D.C. 20036

August 15, 1979

TELEPHONE:  
202 833-8140

CABLE ADDRESS:  
DEVALT  
TELEX:  
40109 DAI UI

For the period July 1-31, 1979  
Contract No. DSAN-C-0065

Submission # 10

## I N V O I C E

### Salaries & Wages

G. Honadle	152 hrs. @ \$17.40 =	\$ 2,644.80	
R. Smith	8 hrs. @ \$15.71 =	125.68	
H. Snyder	104 hrs. @ \$13.75 =	1,430.00	
P. Weisel	152 hrs. @ \$20.47 =	3,111.44	
R. Af Klinteberg	48 hrs. @ \$16.20 =	777.60	
D. Jackson	16 hrs. @ \$14.73 =	235.68	
E. Bardeen	152 hrs. @ \$ 7.51 =	1,141.52	
T. Armor	36 hrs. @ \$16.09 =	579.24	
A. Roth	8 hrs. @ \$19.14 =	153.12	
N. VanAckeren	70 hrs. @ \$ 6.17 =	431.90	
J. Carney	30 hrs. @ \$20.39 =	611.70	\$ 11,242.68

### Overhead @ 92%

10,343.27

### Consultants

P. Kraiboon	\$ 275.00	
D. Miller (June)	41.22	
R. McGarr	109.00	
J. Hallen	366.00	
D. Miller (July)	20.61	811.83

### Travel and Transportation

Airfare - Roth 5/11/79	\$ 1,881.00	
Airfare - Klinteberg 7/19/79	184.00	
Airfare - Armor 7/8/79	299.57	
Airfare - Weisel 7/9/79	112.00	
Airfare - Weisel 7/18/79	120.00	
Airfare - Honadle 7/30/79	120.00	
Airfare - Murray (add'l) 5/20	106.00	
Airfare - Murray (5/18 - 6/7)	45.27	
Railfare - Murray	36.77	
Car Hire - Jackson	235.08	
Airfare Adjustment - Jackson	(80.00)	
Airfare - Weisel 8/1/79	2,333.93	
Airfare - Armor 8/6/79	1,349.40	6,743.02

### Per Diem

R. Smith (6/3 - 6/23)	\$ 1,041.28
P. Weisel (7/11 - 7/12)	63.15
C. Murray (5/18 - 6/10)	943.58

(continued)

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Contract No. DSAN-C-0065  
For the period July 1-31, 1979

Submission # 10  
Page two

Per Diem (continued)

D. Jackson (6/3 - 6/23)	\$ 1,070.01	
J. Hallen (6/5 - 6/23)	980.45	
R. McGarr (5/4 - 5/26)	943.53	
D. Mickelwait (4/21 - 4/25)	246.48	
D. Mickelwait (5/21 - 6/8)	<u>927.05</u>	\$ 6,215.53

Other Direct Costs

Xeroxing	\$ 133.55	
Xeroxing	94.97	
Telephone	257.15	
Telephone	59.45	
Telex & Cables	15.62	
Telex & Cables	78.21	
Telex & Cables	5.77	
Postage	26.73	
Delivery of tickets	27.25	
Office Supplies	3.99	
Local taxis & metro	13.25	
Typist (Woldahl)	47.94	
Typist (Haverstock)	138.78	
Medical exam (Liberia)	31.20	
Passport photos	52.50	
Visa services	<u>56.40</u>	1,042.76

Subcontractor

Research Triangle Institute		<u>5,730.20</u>
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Subtotal

\$ 42,129.29

Fee @ 6.45%

2,717.34

TOTAL AMOUNT TO BE PAID

\$ 44,846.63

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Name of Contractor Development Alternatives, Inc.Contract No. DSAN-C-0065Contractor's Project Officer Ronald CurtisPhone No. 235-8918Submission # 10

Category	Amount	Total Expenditures		Cumulative Expenditures	Remaining Amount
		Inception to Last Reported Period	This Period		
Salaries	\$ 586,922	\$ 81,642.32	\$ 11,242.68	92,885.00	\$ 494,037.00
Overhead	539,968	75,110.93	10,743.27	85,454.20	454,513.80
Consultant Fees	94,374	5,483.00	811.83	6,294.83	88,079.17
Travel & Transportation	225,605	22,864.84	6,743.02	29,607.86	195,997.14
Per Diem	190,546	11,439.73	6,215.53	17,655.26	172,890.74
DBA Insurance	29,305	4,725.00	---	4,725.00	24,580.00
Other Direct Costs	40,392	4,412.32	1,042.76	5,455.08	34,936.92
Subcontractor	<u>397,389</u>	<u>39,464.00</u>	<u>5,730.20</u>	<u>45,194.20</u>	<u>352,194.80</u>
Subtotal	\$ 2,104,501	245,142.14	\$ 42,129.29	\$287,271.43	\$1,817,229.57
Fee @ 6.45 %	<u>135,819</u>	<u>14,939.28</u>	<u>2,717.34</u>	<u>17,656.62</u>	<u>118,162.38</u>
TOTAL	\$ 2,240,320	\$260,081.42	\$ 44,846.63	\$304,928.05	\$1,935,391.95

The undersigned here certifies: (1) that payment of the sum claimed under the cited contract is proper and due and the appropriate refund to A.I.D. will be made promptly upon request of A.I.D. in the event of non-performance, in whole or in part, under the contract of for any breach of the terms of the contract, and (2) that information of the fiscal report is correct and such detailed supporting information as A.I.D may require will be furnished at the contractor's home office or base office as appropriate promptly to A.I.D. on request, and (3) that all requirements called for by the contract to date of this certificate have been met.

I hereby certify that amounts invoiced herein do not exceed the lower of (1) the contract price or (2) maximum levels established in accordance with Executive Order 11627, dated October 15, 1971.

By Margaret L. Farettchi CPA

Title Controller Date August 15, 1979

# DEVELOPMENT ALTERNATIVES, INC.

1823 JEFFERSON PLACE, N.W.

WASHINGTON, D.C. 20036

September 11, 1979

TELEPHONE:  
202 833-8140

CABLE ADDRESS:  
DEVALT  
TELEX:  
440109 DAI UI

or the period August 1-31, 1979  
contract No. DSAN-C-0065

Submission # 11

## I N V O I C E

### Salaries & Wages

P. Weisel	224 hrs. @ \$20.47 =	\$ 4,585.28	
R. af Klinteberg	184 hrs. @ \$16.20 =	2,980.80	
G. Honadle	200 hrs. @ \$17.40 =	3,480.00	
T. Armor	222 hrs. @ \$16.09 =	3,571.98	
D. Jackson	24 hrs. @ \$14.73 =	353.52	
A. Roth	8 hrs. @ \$19.14 =	153.12	
E. Bardeen	192 hrs. @ \$ 7.51 =	1,441.92	
J. Carney	40 hrs. @ \$20.39 =	815.60	
R. Alger	50 hrs. @ \$13.40 =	670.00	
N. VanAckeren	78 hrs. @ \$ 6.17 =	<u>481.26</u>	\$ 18,533.48

Overhead @ 92% 17,050.80

### Consultants

J. Hallen	\$ 1,098.00	
D. Miller	<u>2,638.08</u>	3,736.08

### Travel & Transportation

Airfare - Weisel 8/6/79	\$ 1,347.00	
Airfare - Miller 8/6/79	1,347.00	
Airfare - McGarr 5/22/79	104.17	
Car Rental - Weisel 8/11-29/79	682.80	
Airfare - Armor 7/6 Honolulu-Wash-Honolulu	599.14	
Airfare-Weisel 8/16 Monrovia-Voinjama & ret.	40.00	
Taxis- Wash D.C.	14.40	
Taxis- Wash D.C.	41.25	
Mileage - Klinteberg	<u>27.88</u>	4,203.64

### Per Diem

T. Armor (8/9-31/79)	\$ 717.25	
P. Weisel (8/9-31/79)	1,123.02	
P. Weisel (7/19-20/79)	59.93	
T. Armor (7/29-8/10/79)	<u>429.00</u>	2,329.20

### Other Direct Costs

Telephone	\$ 20.00
Telephone	18.14
Telephone	234.71
Telex	102.87
Telex	19.75

(continued)

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Other Direct Costs (continued)

Postage	\$ 21.87	
Postage	49.51	
Office supplies	4.47	
Xerox	8.89	
Xerox	605.00	
Xerox	122.35	
Covers for publication	125.48	
Typist (Johnston)	10.50	
Typist (Silver)	16.80	
Typists (Calvert, Kyle)	147.60	
Reference	5.10	
Handbook of Structured Experience for Human Resource Training	55.17	
Rental of Tape recorder	20.74	
Rental of typewriter	31.50	
Motor Service Manuals	17.23	
Passport	14.00	\$ 1,651.6
<u>Subcontractors</u>		
Research Triangle Institute	\$ 7,742.64	
American Institute for Research	6,863.97	14,606.6
<u>Subtotal</u>		
		\$ 62,111.4
<u>Fee @ 6.45</u>		4,006.1
TOTAL AMOUNT TO BE PAID		\$ 66,117.6

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August 1-31, 1979

Reporting Period

Name of Contractor Development Alternatives, Inc.Contract No. DSAN-C-0065Contractor's Project Officer Ronald CurtisPhone No. 235-8918Submission # 11

Category	Amount	Total Expenditures		Cumulative Expenditures	Remaining Amount
		Inception to Last Reported Period	This Period		
Salaries	\$ 586,922	\$ 92,885.00	\$ 18,533.48	\$ 111,418.48	\$ 475,503.52
Overhead	539,968	85,454.20	17,050.80	102,505.00	437,463.00
Consultant Fees	94,374	6,294.83	3,736.08	10,030.91	84,343.09
Travel & Transportation	225,605	29,607.86	4,203.64	33,811.50	191,793.50
Per Diem	190,546	17,655.26	2,329.20	19,984.46	170,561.54
DBA Insurance	29,305	4,725.00	---	4,725.00	24,580.00
Other Direct Costs	40,392	5,455.08	1,651.68	7,106.76	33,285.24
Subcontractor	397,389	45,194.20	14,606.61	59,800.81	337,588.19
Subtotal	\$ 2,104,501	\$ 287,271.43	\$ 62,111.49	\$ 349,382.92	\$1,755,118.08
Fee @ 6.45 %	135,819	17,656.62	4,006.19	21,662.81	114,156.19
TOTAL	\$ 2,240,320	\$ 304,928.05	\$ 66,117.68	\$ 371,045.73	\$1,869,274.27

The undersigned here certifies: (1) that payment of the sum claimed under the cited contract is proper and due and the appropriate refund to A.I.D. will be made promptly upon request of A.I.D. in the event of non-performance, in whole or in part, under the contract of for any breach of the terms of the contract, and (2) that information of the fiscal report is correct and such detailed supporting information as A.I.D may require will be furnished at the contractor's home office or base office as appropriate promptly to A.I.D. on request, and (3) that all requirements called for by the contract to date of this certificate have been met.

I hereby certify that amounts invoiced herein do not exceed the lower of (1) the contract price or (2) maximum levels established in accordance with Executive Order 11627, dated October 15, 1971.

By Brook E. Masters  
 Title Asst. Contract Manager Date 9/12/79