

AGENCY FOR INTERNATIONAL DEVELOPMENT WASHINGTON, D. C. 20523 BIBLIOGRAPHIC INPUT SHEET	FOR AID USE ONLY <i>BATCH # 22</i>
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1. SUBJECT CLASSIFICATION	A. PRIMARY Serials	Y-AE30-0000-0000
	B. SECONDARY Agriculture--Development	

2. TITLE AND SUBTITLE
CIC-AID rural development research project, terminal report 1968/1969

3. AUTHOR(S)
(101) Committee on Institutional Cooperation

4. DOCUMENT DATE 1969	5. NUMBER OF PAGES 22p.	6. ARC NUMBER ARC 630.711.W811a
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7. REFERENCE ORGANIZATION NAME AND ADDRESS
Purdue Res.

8. SUPPLEMENTARY NOTES (*Sponsoring Organization, Publishers, Availability*)
(Research summary)

9. ABSTRACT

10. CONTROL NUMBER PN-RAB-336	11. PRICE OF DOCUMENT
12. DESCRIPTORS Technical assistance	13. PROJECT NUMBER
	14. CONTRACT NUMBER CSD-840 Res.
	15. TYPE OF DOCUMENT

630.711
W811a
1965-1969

TERMINAL REPORT
CIC-AID RURAL DEVELOPMENT RESEARCH PROJECT
Contract No. AID/csd-840

I. ADMINISTRATIVE SECTION

A. Introduction

This research project was started in July 1965 following a preliminary feasibility study of several months duration. The formulation of the research plan, the collection of data, and essentially all of the analysis of data were all completed by June 30, 1968. An extension of the contract from July 1968 to June 1969 was made for the purposes of enabling (1) the preparation, printing and distribution of a summary report of the research findings and (2) the revision and editing of the various research reports for the purpose of putting the material in a form suitable for publication through commercial or professional channels.

Annual reports of the progress made upon this research project have been submitted to A.I.D. at the close of each fiscal year. These reports give in detail information regarding the character, the scope, and the organization of the research project. The last or Third Annual Report included most of the substantive findings of the research project. Rather than reporting much of this material again, these earlier annual reports are made a part of this terminal report. Of necessity, some duplication of material in the earlier reports will be

given in this report, but the duplication will be held to a minimum, and the reader is referred to the earlier reports for fuller treatment of many items. The printed summary report, "Building Institutions to Serve Agriculture", published in November 1968 is also made a part of this report.

B. Purpose, Nature, Scope and Methodology of the Research

A.I.D. and its predecessor organizations have been cooperating with U. S. universities in an attempt to assist the developing nations in building indigenous institutions to serve their agricultural needs for over two decades. The fundamental purpose of this research was to make a thorough analytic study of the total A.I.D.-university effort in this field in the hope that general principles of successful operation might be identified and that recognition and utilization of these general principles would enhance the degree of success of such future cooperative efforts.

Sixty-eight such projects were included in this research study. Data were collected on the home campuses of the U. S. universities and at the overseas locations of the projects. A. I. D. officials in the United States and abroad, U. S. university personnel both at home and abroad, as well as many other knowledgeable people at home and abroad were contacted and interviewed in depth. Both structured and unstructured interviews were conducted.

In order to insure the fullest cooperation both at home and abroad, it was decided at the start of the project that no evaluations of countries, institutions or individuals would be reported in any of the reports arising from this research. Rather, it was decided that the research would concentrate on the basic factors thought to influence successful operation of such technical assistance efforts and that the research reports would reflect the results of those studies.

The purpose, nature, scope and methodology of the research project are presented in the summary report, "Building Institutions to Serve Agriculture", and in much greater detail in the earlier of the previous annual reports.

Nineteen research reports were prepared by the various investigators. These reports are made part of this terminal report. Copies of most of these reports were submitted to A.I.D. with the Third Annual Report. Two reports from the University of Minnesota were submitted to A.I.D. earlier and the research report from Indiana University entitled "Institution Building and Rural Development" was submitted in January, 1969. Each of the research reports was submitted in the form of an original clean typed copy. Most of these reports were submitted also in mimeographed or offset printing form. Each of the research reports

discusses those aspects of the nature, scope and methodology of the research which are pertinent to that particular segment of the study.

C. Organization of the Research Effort

The Prime Contract covering this research was made by A.I.D. with the Purdue Research Foundation acting on behalf of the Committee on Institutional Cooperation (CIC). A subcontract was executed with the University of Wisconsin for the overall direction and coordination of the study. Subcontracts were executed with eight additional state universities for various aspects of the study. Each of the subcontracting universities was held responsible for the conduct and staffing of those areas of the study for which it had accepted responsibility. The CIC appointed a broadly based advisory committee to work with the study director and the research staff in the development of the general character and methodology of the research study.

The organizational structure and a list of the institutions and individuals involved in the study are given in the first few pages of the summary report, "Building Institutions to Serve Agriculture". The organizational structure and the reasons for the development of the chosen type of structure are covered in considerable detail in the first and second annual reports of the research project.

At the close of the original terminal date for the research, June 30, 1968, when the data collection, analysis

of data, and preparation of research reports had been completed, all of the subcontracts except the one with the University of Wisconsin were terminated. The director of the study at the University of Wisconsin was given responsibility (a) for securing the services of three others to join with him in the preparation of the summary report and (b) for securing the services of certain of the principal investigators for the editing and revising of their research reports to enable publication through commercial or educational channels.

A.I.D. made new funds available for the preparation, printing and distribution of the summary volume and gave permission to use such balances as remained from the previously allocated funds for editing and revising the research reports. The balances from each of the eight terminated subcontracts together with the new funds provided by A.I.D. for the preparation of the summary volume were added to sums previously granted the University of Wisconsin.

The sums necessary for the printing and distribution of the summary volume, "Building Institutions to Serve Agriculture", were retained by the Purdue Research Foundation, and a contract for the printing and distribution of this volume was executed by the Purdue Research Foundation with the East Side Print Shop of Madison, Wisconsin.

The University of Wisconsin made personal service agreements with six of the participating universities.

1. Editing and Revising of Manuscripts

University of Illinois - Dr. Harold Guither

Indiana University - Dr. David R. Derge

University of Missouri - Drs. Melvin G. Blase and
Philip F. Warnken

Purdue University - Drs. J. H. Atkinson, William L.
Miller, and Harry R. Potter

2. Preparation of the Summary Volume

Responsibility for the preparation of this volume was given to the director of the project, Dr. I. L. Baldwin of the University of Wisconsin. Dr. Baldwin selected three of the other principal investigators to work with him in the preparation of the volume and made personal service agreements with their universities:

University of Illinois - Dr. William N. Thompson

North Carolina State University - Dr. J. A. Rigney

Utah State University - Dr. R. W. Roskelley

One of the principal investigators from each of the other participating universities was asked to serve as an advisor to the writers of the summary volume.

The authors of the summary volume held several one or two-day meetings for the purpose of developing the scope and organization of the volume and for the assignment of responsibility for the various segments of the volume. In late August, a ten-day workshop was

held in Utah for the purposes of (a) fitting the various segments into a single integrated report, (b) eliminating any unnecessary duplication or internal inconsistencies, and (c) reaching agreement on the recommendations to be made as a result of the findings of the research. Following this meeting, the director of the project was given responsibility for the necessary final editorial revisions. Professional editorial and book design assistance were secured for the final preparation of the manuscript and design of the book.

The revision of the contract made in June 1968 called for the completion of the manuscript for the summary volume by September 30, 1968. The manuscript was completed, given approval for publication by A.I.D., and placed in the hands of the printer by that date. Actually, most of the manuscript was in the hands of the printer and considerable type was set well before September 30. The contract with the printer specified that the printing and binding of the volume were to be completed in a six weeks period. This deadline was met, and completed volumes were available for distribution at the time of the annual meeting of the state universities and land-grant colleges in Washington, D. C., November 9-13.

II. SUBSTANTIVE SECTION

A. Research Reports

Nineteen research reports were prepared by the principal investigators. A listing of these reports giving the title and author's name together with a short statement as to the distribution of the report is given in Attachment A. The other substantive report arising from this research is the summary volume, "Building Institutions to Serve Agriculture". Although most of the material in the summary volume was derived from the research reports, this volume contains some data and analyses not reported elsewhere.

It early became apparent that the principal theme of this research was that of building institutions to serve agriculture. The research staff was surprised to find so little serious study of the factors involved in the building of institutions for agricultural education and research either in our own country or elsewhere in the world. As a result, it became necessary to devote considerable attention to the development of a suitable theoretical framework for the research itself. Ideally, the development of the research design, the collection of data and the analysis of data should all have awaited the completion of the development of a suitable theoretical framework, but pressure of time did not allow this. As a result, various aspects of the study were conducted simultaneously almost throughout the entire period of this research. Although considerable attention was given to theoretical aspects very early in the study, the study itself

made necessary many additions and revisions of the earliest theoretical treatments. Data collection was largely completed within the first two years of the study, and the analysis of the data and the writing of reports were more concentrated in the later part of the study. However, there was considerable overlap throughout the study of data collection and data analyses. Preliminary analyses indicated the necessity of attempts to collect additional data and new data suggested new lines of analyses.

In the long run, the theoretical contributions made by this study may prove to be one of its most significant contributions. The report by Jones and Blase, "Toward a General Theory of Technical Assistance", a book-length manuscript, is entirely devoted to theoretical considerations. Although the emphasis on theoretical considerations varies in the other research reports, most of the reports present certain new theoretical concepts.

The research effort was planned as a unit with various segments of the study being assigned to the different cooperating universities. The original plans for the study provided for relatively equal treatment of each of the various segments. Actually, some of the segments received far more intensive treatment than others. The availability of suitable data, the significance of the analytical results, and the interest of the principal investigators all served to place more emphasis on certain segments of the study than on others. Although the total research effort was

planned as a unit, the principal investigators were given the responsibility of planning and conducting the research on the segments of the total research assigned to them. Although each investigator was given freedom to plan his research, there was necessarily a high degree of cooperation between the various investigators. No analyst had the responsibility of gathering all of the data which he used in his own analysis, and certain of the analysts had very little data collection responsibilities. The director of the study was held responsible for the overall direction and coordination of this study.

Factually, the research reports are consistent. However, each investigator placed his own interpretation on these facts, and personal judgments as to the importance and implications of these facts varied among the investigators. In the preparation of the summary volume, the four individuals responsible for its preparation agreed among themselves on the implication of the findings. However, no attempt was made to secure uniformity of opinion among those principal investigators not concerned directly with the preparation of the summary volume.

All but three of the nineteen research reports were duplicated by some process of reproduction other than printing in editions of 400-600. Copies of these were distributed rather widely to interested universities and A.I.D. personnel. Two of the reports which were not duplicated in such large numbers were duplicated in smaller editions and submitted to

various people for suggestions and criticisms. These reports are concerned largely if not entirely with the development of theory, and the authors wished to secure advice and counsel from others before making a final revision of the manuscripts for publication. In each case, these reports are expected to be published in printed form in book-length manuscripts. The third report which has not yet been widely distributed is a historical review of the development of the Indian Rural Universities, prepared by Dr. Naik of India and is being published in India in book form. In total, it is anticipated that there will be six book-length printed reports arising from these nineteen research reports. Four of the other research reports are being printed as university bulletins, with three of the reports being combined into a single bulletin and the other report being printed as an individual report. It is anticipated that much of the remaining material will appear in professional magazines or be presented in the form of addresses at professional meetings. Two such articles have already been accepted for publication in professional magazines, and it is anticipated that there will be many others.

B. Summary Report, "Building Institutions to Serve Agriculture"

This report was prepared by Messrs. Baldwin, Rigney, Roskelley and Thompson during July, August and September 1968, and is made a part of this report. The report was written for

those interested in the overall aspects of the A.I.D.- university projects in technical assistance. It represents a condensation of the many original research reports. It also includes some material which does not appear elsewhere. Although this report is based on the studies of the total research project, the authors accepted joint and sole responsibility for the selection of the material, the emphasis placed on the various items, the form of presentation and the recommendations. In the expectation that this volume would be widely used, 6,800 copies were printed. The distribution of these 6,800 copies is listed in Attachment B. An attempt was made to reach those citizens whose prime interest lies in the overall costs and benefits of technical assistance as well as those concerned with the actual conduct of such technical assistance.

C. Preliminary Analysis of the Use of the Results of This Research Effort

Any fair analysis of the value of this research and the use to which its findings are put can only be made after the passage of several years. However, there are several positive indications of use which should be recorded at this time.

1. Public Presentation of the Results of the Research

Public presentation of the results of the research have aroused considerable interest which promises to stimulate action. The four authors of the summary volume have given two public presentations during the past few months. In addition, the director of the study and several of the

other principal investigators have made presentations before a variety of professional and lay groups. Additional presentations will be made over the next few months.

2. Action on Recommendations Contained in the Summary Volume

- a. The joint committee referred to in Recommendation 2.2 on page 8 has been established, and A.I.D. has accepted the recommendation that an experiment grant-type funding for university technical assistance projects should be instituted. The committee is expected to develop specific proposals soon.
- b. The recommendation regarding the need for research on the institution building process stimulated CIC to hold a week-long workshop for the purpose of developing a coordinated effort in the field of institution building among the members of the CIC. Recommendations have been made to CIC, and it is hoped that such a coordinated effort will be established.

Many other individuals have expressed interest in studies in this field, and it seem probable that there will be many additional research efforts in the field.

In addition, this workshop recommended the organization and conduct of a workshop on agricultural

universities development to be attended by appropriate representatives from (a) host governments, (b) host universities, (c) Agency for International Development, representatives, and (d) U. S. universities representatives. In addition, it was recommended that a seminar be held on the functions of the U.S. team leader to be attended by team leaders. Such a workshop and seminar is now being organized under the joint sponsorship of the Agency for International Development and the Committee on Institutional Cooperation. The workshop and the seminar will be held at Purdue University in late July and August 1969. It seems probable that representatives from seven to nine university contracts in agriculture will be represented. These will come from each of the broad A.I.D. regions.

- c. Recommendation No. 1 of the summary volume deals with the long-term nature of the institution building process. This was not generally understood earlier and many people felt that such projects could be effectively completed in a few years. Implementation of the recommendations based on recognition of the need for long-term commitment faces the hard fact that both A.I.D. and universities probably will face difficult fiscal problems in the next few years. However, many A.I.D. and university people have expressed concurrence in the objectives of the recommendations, and it seems probable that many of the recommendations on this topic will be adopted by A.I.D. and the universities.

- d. Recommendation No. 5 deals with the necessity for agreement on goals and commitment to an overall strategy by both host country and U. S. personnel. Messrs. Rigney and Roskelley made a trip to Pakistan in January 1969 at the invitation of the U.S.A.I.D. Mission in Pakistan for the purpose of participating in a project review procedure dealing particularly with the use of the indices of maturity developed in this research project. The Regional Bureaus of A.I.D., as a result of this study, are reported to be instituting more thorough project reviews than have been followed in the past.
- e. A.I.D./Washington has demonstrated a keen interest in utilizing the results of this study. Various aspects of the report have served as subjects for airgrams to the field and for memoranda to the bureaus.
- f. Knowledge regarding action on many of the other recommendations is not now available. In many instances the recommended action must be taken on a local basis, and information regarding such local action has not yet reached the study director or other members of the research staff.
- g. In summation, there seems to be very general agreement among both A.I.D. and university personnel with the recommendations in the summary report, and it is expected that most of them will be implemented to the extent that funds are available.

3. Shifts in Attitude Affecting Operations

The conduct of the research itself stimulated many practitioners to think seriously about the institution building aspects of their A.I.D.-university technical assistance project. Many individuals developed new attitudes, and many modes of operation were changed as a result of conversations with the research workers during the course of the study. Undoubtedly the findings and recommendations of the study will have additional impact on those actively engaged in such activities.

ATTACHMENT A

Research Reports Developed by the CIC-AID Rural
Development Research Project

1. U. S. University Field Team and A.I.D.-Field Relationships, J. H. Atkinson, Department of Agricultural Economics, Purdue University, Lafayette, Indiana.
Copies have been distributed in mimeographed form to a selected list of A.I.D. and university personnel. It is hoped to use much of this material in a paper in a professional journal.
2. Institution Building and Rural Development: A Study of United States Technical Assistance Projects, David R. Derge, and Donald L. Souder, with the participation of E. Hollis Merritt, Richard Bonnabeau, John Stryker, William Murphy, Neil O. Leighton, Allen Hershfield, and J. Gus Liebenow, Department of Government, Indiana University, Bloomington, Indiana.
It is expected that this report, with some revisions, will be published by the University of Indiana Press.
3. Extent of Administrative Unity Within the Technical Assistance Complex, David F. Ellsworth, Department of Agricultural Economics, Purdue University, Lafayette, Indiana.
Mimeographed copies of this report have been distributed to a selected list of university and A.I.D. personnel. It is hoped to use much of the material in a paper in a professional journal.
4. Bibliography on Planned Social Change, 3 volumes, Robert T. Holt, Richard Blue, and John C. Turner, with the assistance of Richard Erikson, David Garnham, Diane Johnson, Susan Lampland, Lawrence Rose, and John Schwestka, Department of Political Science, University of Minnesota, Minneapolis, Minnesota.
Mimeographed copies of this report were distributed to university libraries and appropriate A.I.D. offices. There is no further publication planned.
5. Toward a General Theory of Technical Assistance, Ronald W. Jones, NESAI/TECH, Agency for International Development, Washington, D.C., and Melvin G. Blase, Department of Agricultural Economics, University of Missouri, Columbia, Missouri.
No distribution has been made. It is hoped to publish this in book form at a later date.

6. Administrative Procedures and Strategies of the Technical Assistance Complex in Institution Building Contracts, J. K. McDermott, Department of Agricultural Economics, Purdue University, Lafayette, Indiana.
Mimeographed copies of this report have been distributed to a selected list of university and A.I.D. personnel. It is hoped to use much of the material in a paper in a professional journal.
7. Team Leader, William L. Miller, Department of Agricultural Economics, Purdue University, Lafayette, Indiana.
Mimeographed copies of this report have been distributed to a selected list of university and A.I.D. personnel. It is hoped that much of the material will be used in a paper in a professional journal.
8. The History of the Agricultural Universities of India, K. C. Naik, Vice Chancellor, Mysore University of Agricultural Sciences, Bangalore, Mysore, India.
No distribution has been made of this manuscript. It is planned to publish it in India through commercial channels.
9. Criteria of Progress and Impacts of Technical Assistance Projects in Agriculture, Marry R. Potter, Department of Sociology, Purdue University, Lafayette, Indiana.
Mimeographed copies of this report have been distributed to a selected list of university and A.I.D. personnel. It is hoped that much of the material will be used in a paper in a professional journal.
10. The Establishment of Agricultural Universities in India: A Case Study of the Role of U.S.A.I.D.-U.S. University Technical Assistance, Kathleen M. Propp, Department of Agricultural Economics, University of Illinois, Urbana, Illinois.
Mimeographed copies of this report have been distributed to a selected list of university and A.I.D. personnel. The manuscript is being published by the University of Illinois College of Agriculture as Special Publication #15, October, 1968.
11. A.I.D.-University Rural Development Contracts, 1951-1966, Kathleen M. Propp, Harold D. Guither, Earl H. Regnier, and William N. Thompson, Department of Agricultural Economics, University of Illinois, Urbana, Illinois.
Mimeographed copies of this report have been distributed to a selected list of university and A.I.D. personnel. No further publication of this manuscript is contemplated; however, it is hoped that supplements may be published annually.

12. An Analysis of A.I.D.-University Relations, 1950-1965, John M. Richardson, Jr., Center for Comparative Political Analysis, Department of Political Science, University of Minnesota, Minneapolis, Minnesota.
Mimeographed copies of this were distributed to a selected list of university and A.I.D. personnel. A revised draft of the manuscript is now in process of publication by Michigan State University Press.
13. Optimum Role for U. S. Overseas Advisors, J. A. Rigney, Dean of International Programs, North Carolina State University, Raleigh, North Carolina.
Mimeographed copies of this report were distributed to a selected list of A.I.D. and university personnel. This manuscript, together with Items 14 and 16, is being published as Technical Bulletin 189 by North Carolina Agricultural Experiment Station.
14. Role of Technical Personnel in the Technical Assistance-Institution Building Process, J. A. Rigney, Dean of International Programs, North Carolina State University, Raleigh, North Carolina, and J. K. McDermott, Department of Agricultural Economics, Purdue University, Lafayette, Indiana.
Mimeographed copies of this report were distributed to a selected list of A.I.D. and university personnel. This manuscript, together with Items 13 and 16, is being published as Technical Bulletin 189 by North Carolina Agricultural Experiment Station.
15. Pre-Contract Planning, R. W. Roskelley, Department of Sociology, Utah State University, Logan, Utah.
Mimeographed copies of this report were distributed to a selected list of university and A.I.D. personnel. It is expected to use much of this material in a paper in a professional journal.
16. Measuring Institutional Maturity in the Development of Indigenous Agricultural Universities, R. W. Roskelley, Department of Sociology, Utah State University, Logan, Utah, and J. A. Rigney, Dean of International Programs, North Carolina State University, Raleigh, North Carolina.
Mimeographed copies of this report were distributed to a selected list of A.I.D. and university personnel. This manuscript, together with Items 13 and 14, is being published as Technical Bulletin 189 by North Carolina Agricultural Experiment Station.

17. A.I.D.-University Rural Development Contracts and U.S. Universities, William N. Thompson, Harold D. Guither, Earl H. Regnier, and Kathleen M. Propp, Department of Agricultural Economics, University of Illinois, Urbana, Illinois.

Mimeographed copies of this report were distributed to a selected list of university and A.I.D. personnel. It is expected that two book-length manuscripts will be developed from this report and other data, to be published by the University of Illinois Press.

18. Strategies for Technical Assistance, Philip F. Warnken, Department of Agricultural Economics, University of Missouri, Columbia, Missouri.

Mimeographed copies of this report have been distributed to a selected group of university and A.I.D. personnel. It is expected that the manuscript will be expanded into a book-length manuscript.

19. A.I.D., Agriculture, and Africa: A Perspective on University Contract Projects, William A. Wayc, Department of Agricultural Economics, Ohio State University, Columbus, Ohio.

Mimeographed copies of this report have been distributed to a selected list of university and A.I.D. personnel. No further publication is now planned.

ATTACHMENT B

Distribution of Summary Volume

Contract No. A.I.D./csd-840

UNIVERSITIES

Presidents: The president of each member institution of the National Association of State Universities and Land Grant Colleges has received 10 copies of the report. In addition, 10 copies were sent to the president of each institution which has carried an A.I.D. contract in the last few years.

Deans of Colleges of Agriculture: Each dean of a college of agriculture in the NASULGC has received copies for distribution within the college. The number sent to the deans varied, depending on the size of the institution and its degree of involvement in A.I.D./University contracts.

AGENCY FOR INTERNATIONAL DEVELOPMENT

2,000 copies have been sent to A.I.D. for distribution in Washington and in Missions overseas. It is expected that the Missions overseas will furnish copies to appropriate individuals in Host Governments and in Host Institutions.

CONGRESS

Copies were distributed to the members of Congress.

PARTICIPANTS IN THE RESEARCH PROGRAM

Members of CIC, members of the Project Advisory Committee, and principal investigators on the project have been furnished a copy of the summary volume.

RESERVE SUPPLY

A few hundred copies have been sent to the office of Director of CIC for distribution to appropriate individuals and to meet, insofar as possible, the need for copies which may come from various sources.

III

FINANCIAL SUMMARY
Contract No. AID/csd-840

Line Item	Budget 6-25-65- 6-30-69	Actual Expenditures 6-25-65- 6-20-69	Estimated Expenditures 6-25-65- 6-30-69	Total 6-25-65- 6-30-69
I Salaries and Wages	\$ 653,792.00	\$ 681,405.15	\$ --	\$ 681,405.15
II Reserved to AID	6,800.00	6,800.00	--	6,800.00
III Allowances	28,619.00	25,707.48	--	25,707.48
IV Travel and Transportation	205,003.00	162,460.18	--	162,460.18
V Equipment	2,649.00	2,648.89	--	2,648.89
VI Other Direct Costs	95,047.00	99,293.28	795.72	100,089.00
VII Advisory Committee	3,700.00	924.97	--	924.97
Sub-Total	\$ 995,610.00	\$ 979,239.95	\$ 795.72	\$ 980,035.67
VIII Indirect Costs - PRF (6% of sub-total excluding line item II)	59,327.00	58,346.40	47.74	58,394.14
IX Subcontractor's Indirect Costs	258,563.00	263,415.39	11,654.61 ⁽¹⁾	275,070.00
TOTAL	\$1,313,500.00	\$1,301,001.74	\$ 12,498.07	\$1,313,499.81

(1) Final overhead rates have not yet been established for all subcontractors for period of contract.