COUNCIL FOR ASIAN MANPOWER STUDIES  
(CAMS)  

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I. Introduction and Objectives

The Council for Asian Manpower Studies (CAMS) is a regional association of Asian scholars engaged in policy oriented research on the manpower and employment problems of Asian countries. It stimulates research activity in the manpower area in East and Southeast Asia, supports research projects by individual researchers, organizes seminars and workshops, and distributes conference papers and research reports emerging from its activities. While it has been in existence for about five years, much of the research activity has taken place during the past three years. To assess the experience gained so far it is felt desirable to undertake a review and evaluation of the activities of the Council.

The objective of the evaluation is to assess the quality, utility, and relevance of Council activities in order to arrive at constructive suggestions concerning the need for and scope of future support to the Council. The actual review was undertaken in two parts. On the one hand, a group of four individuals drawn from the member institutions of the donor consortium had travelled in the region talking to Council officials, researchers and policy makers regarding the Council's activities and their impact. On the other hand, the research reports of CAMS supported projects are being evaluated by two/three different groups of researchers some of whom are from the region. This report draws together the material generated by the above in addition to that supplied by the Council.

Historical Background: In 1969, The Asia Foundation, concerned with the seriousness of employment problems in many parts of Asia and the need for a greater concentration of effort directed toward their solution began, through its Adviser on Economic Cooperation and Manpower, Mr. Arthur Paul, to explore the ideas of Asian economists and others on how best to focus attention and encourage action on them. The need for a regional meeting of professional economists and others
to air the problems and to bring them to the attention of governments and
intergovernmental and private development agencies quickly emerged from
these discussions.

In late 1969, with the encouragement of the Asia Foundation, a small
group, including Mr. Paul, met at the University of Singapore to make plans
for such a conference. A Steering Committee was formed and plans were made to
hold a "Conference on Asian Manpower Problems in East and Southeast Asia" to
call attention to the seriousness of the emerging manpower and unemployment
problems of Asia, to induce a greater concentration of professional effort toward
their solution, and to obtain the most up to date and comprehensive collection
of information on the nature and scope of these problems in East and Southeast
Asia.

CAMS is the outgrowth of that conference held in Singapore in May 1971,
Seventy-three persons attended, about half of them from Asia. Twenty-seven
papers were delivered, some of which were published in a special issue of the
Malaysian Economic Review (Journal of the Economic Society of Singapore, Vol. XVI,
No. 2, October 1971). The discussions at the conference pointed to the urgent need
for deeper research on manpower problems in order to obtain better and more exact
knowledge relevant for policy. The conference concluded that additional periodic
meetings were needed to facilitate the exchange of information and to plan programs
of research. An organization known as the Committee for Asian Manpower Studies was
established. During 1972, the Committee organized a series of exploratory seminars
and committee meetings which dealt with problems of employment, labor utilization,
income distribution, technology, education and trade.

After discussions and consultations with government representatives
and representatives of various donor agencies regarding the financing of its
activities, the Committee decided that a more formal organization needed to be
created to receive funds and administer its activities. To this end, the Committee organized the Council for Asian Manpower Studies (CAMS) in November, 1972, as a non-profit research association registered in Hong Kong. The Council's first chairman was Dr. You Poh Seng who was succeeded in 1973 by Dr. Harry Oshima. The current chairman is Dr. José Encarnacion, Jr.

Financial Support: Initial support to the Council was provided by the Asia Foundation. Since 1974, a group of six donors - Asia Foundation, Ford Foundation, Rockefeller Foundation, International Development Research Centre of Canada, United States Agency for International Development and the World Bank - have been providing resources for the operation of the Council. In addition, the Council receives grants from the governments of Japan and the Philippines to finance some of its activities in these countries.

Organizational: The Chairman is the organizational head of CAMS which is governed by an Executive Council over which the Chairman presides. Initially the Executive Council was comprised of those interested scholars willing to devote time and energy to the Council's activities. The Executive Council is now elected by the entire membership. The Council has a complete administrative manual outlining procedures for annual meetings, Executive Council elections, and acceptance of associate members.

The research activities of CAMS were initially organized into five committees: Committee I on Labor Supply, Committee II on Income and Employment, Committee III on Education and Manpower Development, Committee IV on Technology and Manpower Development, and Committee V on Foreign Trade and Employment. Each of the Committees was headed by a chairman who was also a member of the Executive Council, and was composed of several members. The Committees held meetings to explore prospective research topics, assembled packages of research proposals through organized workshops, and held seminars and conferences to discuss results
and identify future research needs. In November 1975, the five Committees were reorganized into three Divisions: I - Labor Supply, Education and Employment; II - Income Distribution and Employment; III - Trade Technology and Employment. Each of the Divisions is headed by a chairman who is assisted by associate members of CAMS. The Division chairmen need not necessarily be members of the Executive Council.

The administration and coordination of CAMS activities are carried out by the Executive Director working under the direction of the Chairman of the Council. The Executive Director oversees the operations of the Central Secretariat which is currently located on the Quezon City Campus of the University of the Philippines. A list of the members of CAMS is included in the Appendix.

Objectives: The main objective of the Council is stated to be "to increase understanding of the manpower problems of Asian countries as they exist now and are likely to evolve in the near future, and of the policies that governments of these countries can formulate and follow to meet them. CAMS seeks to achieve this aim by organizing and sponsoring an extensive program of analytical studies based on information on the manpower problems of Asia. For the same purpose, CAMS is engaged in bringing together (in workshops, seminars and conferences) Asian scholars and other professionals concerned with manpower problems, and in training younger people in an approach to economic development that emphasizes labor utilization and income distribution.

An equally important objective of CAMS is to increase research capability in the region. Toward this end, CAMS actively seeks the interest and collaboration of younger scholars, especially those in provincial areas." (CAMS - a brochure of the Council, p. 2)

Donor Expectations: The Consortium of donor agencies has provided support to the Council over the past three years both for its research activities as well
as the administration of the Central Secretariat. The main aspects on which
the donors had expected CMS to demonstrate its usefulness include:

(a) fostering indigenous research capability in the region
   (this involves strengthening the capacity to manage such
   a research program in the region);

(b) promote policy oriented research on employment problems;

(c) train younger people interested in the field;

(d) establish and maintain a network of communication among
    interested scholars, policy-makers and practitioners in
    the region; and

(e) increase understanding of the employment/manpower problems
    of Asian countries.

II. Identification of Research Themes and Areas

Scholars who met in May, 1971, in Singapore had already identified
"Problems of Asian Manpower Development" as a subject that required more intensive
study focusing on manpower unemployment problems in Asian countries. Among the
problems put forward for further study at that time were the unprecedented increase
in the supply of labor (resulting in increases in unemployment and underemployment)
in many of the Asian countries, which of course, was a consequence of the post-war
population expansion and the slow rate of growth of productive employment. It was
suggested that the development strategies had overemphasized industrialization, which
were highly capital-using and labor-saving, plus a relative neglect of agricultural
development, which could have created more employment. As pointed out above, at the
conclusion of the conference, a Committee for Asian Manpower Studies was organized
with a very small Secretariat. The Committee's initial function was to determine
the most important areas of research on manpower problems, to identify specific
projects, to decide on the methods to be used in carrying out the research, and to
find the proper scholars to undertake the investigations. Activities of the Committee
were to include the sponsoring of conferences, coordinating seminars on specific
topics, arranging for the publication of relevant papers and monographs, and serving as a clearing house for the collection and dissemination of materials relating to Asian manpower problems.

During 1972, the Committee organized a series of exploratory seminars and committee meetings which dealt with a wide variety of topics. Out of the seminars and committee meetings a number of topics for research were put forward. For example, "What is the effect of trade policy on employment?" "What is the relationship between technology and employment?" "How can agricultural development policies aid in the solution of manpower policies?" "What are the employment effects of education programs?" "What are the socio-economic factors affecting labor force participation rates in employment?" "How can labor intensive sectors - fisheries, tourism, small industry, construction, commerce - be promoted as part of the countries' development policies?" It was agreed that all of these subjects pointed to the need for much more policy oriented research. Each of the committees in the five areas that were identified made use of the small, exploratory meetings among its members and others to discuss the current problems that identify potential research themes for the Committee. Many of the individuals that we have talked to found that these meetings had been extremely valuable and useful. Some of the committees were more successful than others in the identification of research themes, and following up with the development of a package of research proposals which could be considered for funding. After the initial identification of research themes, more attention was devoted to the research preparation phase of the process, and less attention devoted to the identification of additional research problems. During the discussions at that time, it was suggested that additional research problems would be developed as a result of ongoing research, and sharper identification of issues would grow out of the research process.
The question was also raised as to the allocation of resources available to CAMS for meetings (to identify research problems) versus the use of resources in carrying out the research. After the initial round of meetings and seminars, it appears that the Executive Committee of CAMS and the Committee chairman devoted more of their time and resources to the stimulation of research on agreed upon themes.

From time to time individual researchers and chairmen raised the issues of new research themes, additional research subjects, and the future research direction for individual committees. These questions were raised in the context of seminars and conferences organized by the committees, primarily devoted to presenting, discussing and disseminating research results, but also identifying priority research areas relevant to the committees' future research. The following major seminars/conferences have been sponsored or co-sponsored by CAMS:


The Executive Committee of CAMS has also discussed research priorities from time to time, and has attempted to find ways of identifying priority research areas, while simultaneously bringing in more junior and experienced researchers to work in the research fields which have been identified. This research entrepreneurship effort is in very short supply in Southeast Asia. During the past two years some committees have used the device of research workshops, and occasional exploratory meetings, such as the recent seminar on rural development. The question of the most appropriate way of identifying priority research themes for CAMS needs re-examining, given the resource constraints that CAMS faces and the limited research entrepreneurial skills available in the region. The final process would undoubtedly involve some combination of individual travel by Executive Committee members, Chairman of the divisions, or individual researchers, combined with special meetings or workshops to address a topic, and seminars presenting the results of ongoing research with specific time set aside to explore new research priorities.

One criticism CAMS has encountered from time to time was articulated in terms of a lack of research strategy or focus. The research program is considered very broadly based, for purposes of stimulating interest in research on employment questions. Within each committee or division there have been quite specific research directions pursued, as witnessed by various research packages, e.g. labor force participation, income distribution on a macro level, employment effects of trade, etc. With three years of research experience, CAMS may now want to consider the development of an even more specific research strategy or focus for the next few years.
III. Research Proposal Preparation System

Background: Once current research themes/areas for a division have been agreed upon, the chairman in collaboration with division members, and with help from other chairmen, identifies potential researchers interested in undertaking research in this area. Each division chairman budgets annually for funds available from CAMS for workshops and other costs of program and project development. He contacts the researchers, soliciting proposals from them. The process may involve either personal visits by the chairman or his representative, or correspondence. The researchers submit proposals to the division. In some cases the division provides technical assistance, either through its chairman, members or advisors in the preparation and/or refinement of the research proposals. The proposals get scrutinized and refined at the division level, assembled into a package (with a common theme) and forwarded to the CAMS Executive Council for its consideration. The Executive Council decides to return proposals for further revision or submits them to the donors for review. Early on, it was agreed that the donors would approve or disapprove packages, not individual proposals.

CAMS has taken several steps to improve the quality of research projects and the efficiency of the proposal preparation system. It has produced and issued a set of guidelines for preparation of research proposals. It distributed a "flyer" to 1200 recipients in 1976 which informed readers of CAMS interest in receiving research proposals and listed division research priorities. At the end of 1975, CAMS established an annual research preparation, review and funding cycle for the research program. It has also proposed to employ two referees for review of each research proposal before it reaches the Executive Council.

CAMS had received approval for 61 projects by August 1976. The breakdown by country was as follows, with approximately one-half of the projects carried
out in the Philippines and Thailand.

- Hong Kong: 3
- Indonesia: 5
- Japan*: 4
- Korea: 4
- Malaysia: 8
- Philippines: 15

*Self-financed

The distribution of the approved projects among the Committees were as follows:

<table>
<thead>
<tr>
<th>Committee</th>
<th>1974</th>
<th>1975</th>
<th>1976</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Labor Supply</td>
<td>5</td>
<td>2</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>II Income Distribution</td>
<td>10</td>
<td>10</td>
<td>7</td>
<td>27</td>
</tr>
<tr>
<td>III Education</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>IV Technology</td>
<td>0</td>
<td>6</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>V Trade</td>
<td>4</td>
<td>5</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>26</td>
<td>23</td>
<td>12</td>
<td>61</td>
</tr>
</tbody>
</table>

The system for preparing the CAMS research proposals and packages has produced proposals of uneven quality: some excellent, and others with serious shortcomings. The former Committees, the Executive Council, and the donors have had occasion to turn down proposals or return them for additional work. CAMS should continue to encourage the development of a flow of proposals of more uniform quality and as near a level of excellence as possible.

Comments from evaluation interviews: Some of the factors contributing to a higher incidence of unacceptable proposals than desirable are discussed in the following paragraphs, as are the implications of these factors for CAMS action.
The quality and quantity of research packages varied considerably among the committees. Several factors were mentioned to be responsible for this. These include the amount of time devoted by the Committee chairman to the activities of his Committee, the extent of support he had received from the members and other chairmen, the relative paucity/abundance of researchers willing to undertake research in the specific areas of operation of the committee, and the geographic location of the committee chairman. Substantive activity in certain committees was attributed to the dedication and resourcefulness of the committee chairmen and members, their professional competence, as well as the extent to which the specific topics/areas have been researched. Some researchers mentioned that the reorganization of CAMS five committees into three divisions seemed to have combined the active and slack committees into single divisions, thereby trying to even the rate of activity in the different divisions.

Some committees were more faithful than others to a process that involved priority-setting meetings among experts, the solicitation of proposals, and workshops to review proposals for additional development or submission. The degree of attention given to this process was a factor in determining the quality of research packages and proposals.

More recently, the committees/divisions have made efforts to draw young, inexperienced researchers into the CAMS network by encouraging them to submit research proposals on specified themes. This is a significant, positive direction in which CAMS should be encouraged to move. In some cases not enough attention has been paid to helping these researchers to formulate and/or refine their research proposals. Consideration should be given to informally linking young, inexperienced researchers with senior advisors either in their own institution or in the same city or country.
The division chairmen contacted felt that such activity should be undertaken on an ad hoc basis as the need arises, and that the funds provided to the division seemed adequate for this purpose. There were others, however, who considered the resources available were inadequate to support and reward the division chairmen for their work.

One interviewee (not a chairman) discussed the role of one of the successful chairmen, and argued that the good performance was rare, given the varied objectives inherent in the CAMS system (research generation in several fields, training, networking, geographical spread—requiring leadership in each country and substantive area which is in short supply). He argued for a substantially enlarged base of intellectual and collegial support for the division chairmen. There was a recurring theme for the need for "entrepreneurs" to pull research programs and projects together; expanded resources for the entrepreneurs; guidelines for the entrepreneurs within which authority could be executed and which made their entrepreneurship possible.

One Thai scholar emphasized that the time consuming entrepreneurial research generation required by CAMS was not something individual scholars could easily do without being compensated for it. Many of those with foreign graduate degrees are often called upon to assist government and other institutions without being compensated. There is so much of this "charity work" that the individuals find they can only provide "charity time" if they are to maintain their professional teaching and research responsibilities which earn them a living. Therefore they are not able to put in the thought and effort which is required to do a thorough job. This raises the question whether CAMS might consider employing persons in each country to assume this entrepreneurial role, possibly while carrying on their own research. Perhaps a salary subsidy of one-fourth of the individual's time would enable that person to devote the necessary time and effort to CAMS which has appeared to be missing in Indonesia and Malaysia, for example. In the
Indonesian case, there is no specific individual in mind who would be able to assume that role.

The donor consortium has been discussing with the Council how to expand its sphere of operation to scholars in the provincial universities and research institutions. The Council is well aware of the problem, but has had limited success in this area. The constraints to more rapid expansion to such institutions would seem to include the following: the time and resources required to be devoted by the chairman or his representative to travel to these institutions periodically, the stock of research talent available in these places, and the extent of help that would need to be channeled to the researchers in these places. In addition, given a relative stabilization in the total annual resources of CAMS, there may be some competition for these funds from researchers that are more favorably located in metropolitan universities.

The priority given to research varies among faculties, universities and countries, and frequently the priority given is rather low. Some scholars with demonstrated research ability are therefore not attracted to CAMS work in presenting proposals, or directing less experienced researchers. High returns may be possible through attention to the incentives CAMS can offer for pursuit of research, and minimizing the disincentives (e.g., reducing the review/approval process commensurate with quality results). Delays occurred in the early years as proposals were evaluated long after being submitted, and considerable interest of Asian scholars was lost in the process.

It was mentioned by several researchers and administrators that the Executive Council should put more effort into widely publicizing its activities within the region, so as to attract the attention of potential researchers and policy-makers. Some mentioned that the Council seemed to have operated as a closed circle whose sphere of operations still was rather limited. This may have been true to some degree in the past, but as we have noted above in the discussion on the research proposal
system the Council has produced and issued a flyer which was sent to twelve hundred recipients in 1976, and individual Council members and the Executive Director have talked with a number of department chairmen, deans, and members of social science departments in a serious effort to widen CAMS sphere of operation to bring in potential researchers from outside the mainstream of the metropolitan research establishments in the region.

CAMS should give particular attention to the use of the guidance material that it has prepared for the preparation of research proposals. Some researchers and/or receivers of CAMS material knew of the research proposal guidelines and the "flyer" describing CAMS research interests, though many did not. Those who knew of the guidelines and those who did not, but with whom they were discussed, were favorable to the approach represented by them and their content. A more systematic application of the guidelines, and a more systematic use of materials describing CAMS interests and procedures may be very beneficial.

A recurring theme in the evaluation material (some of it addressed above) is the critical need for leadership in each country regarding CAMS interests. Leadership is needed to "translate" the substantive interests of CAMS to the local research community and involve that community in CAMS work; to expand the range of country researchers involved in CAMS research; and to help identify local expertise (including resident expatriates) who are able and willing to provide professional advisory assistance in the development and supervision of research. The need is most urgent in Indonesia, but is needed in Malaysia and Thailand as well. This need has been recognized by CAMS personnel, has been discussed on a number of occasions, and the Executive Committee is seeking solutions to the problem.

In an attempt to reduce administrative costs and further coordinate the activities of CAMS, the five committee system was changed at the end of 1975 to three
divisions: I - Labor Supply and Education; II - Income Distribution; III - Technology and Trade. While this has reduced (in part) the administrative expenses, it has not necessarily reduced the need for the leadership in the five substantive fields. CAMS personnel are well aware of this and are trying to identify Asian scholars in each country who might be called upon to assist. Unfortunately, many of the qualified Asians are already overcommitted in their work and are unavailable.

Initially, CAMS considered it desirable to have committee (division) leadership provided by both scholars and persons in policymaking positions to serve as chairmen. Experience showed that the government personnel simply did not have the time available to develop research packages. Furthermore, in some cases it has been very difficult for those persons unable to provide leadership to relinquish their CAMS positions, as the research budgets and opportunities to travel and see colleagues within the region are very positive incentives and welcome changes from the pressures of daily government responsibilities. The CAMS Executive Council seems to have come to the decision that future division chairmen must have both the academic competence and time to devote to division responsibilities. The donors agree with this view.

The problem of continuous, competent division leadership, is one with which CAMS continues to struggle. It is well known that interest in CAMS at the School of Economics at the University of the Philippines is quite high, and there are individuals there who have the competence to assist in research proposal development. However, CAMS is an Asian organization, and there is a desire to maintain some representative balance in the chairmanship of divisions. While there are capable Filipinos and Thais, there have not been suggestions forthcoming of Indonesians or Malaysians who could provide the needed division leadership. CAMS leadership is aware of the need to find some means of filling these entrepreneurial positions in the five substantive research areas. Perhaps the next Executive Council meeting can include a discussion among scholars from all countries
concerning the desirability of sacrificing some representational spread among division chairmen in order to fill the leadership gaps with competent, dedicated personnel who have the time to give to CAMS research generation. In the past the problem has not been one of competence, but of time to devote to CAMS. However, decisions of this kind should not overlook the need for strong representation in each country to promote CAMS work.

CAMS may want to consider temporary assignments for division chairmen, limited to the time necessary for the execution of a single, specified area (package) of research. This assignment would result from CAMS activities/discussions that identified an area for comparative research and that identified a leader with the interest, time and competence to do the work. He would subsequently be responsible for division chairmanship functions until that particular task was completed. On completion of the package of research his temporary chairmanship would expire, but without prejudicing his choice for future chairmanship roles.

Concern was frequently expressed about the scope of CAMS work and the desirability of greater focus of its research interests. Attempts by CAMS to narrow its range of interests might have a positive effect on the problem of providing leadership. The benefit of such a move against the cost of having a too restricted program should be considered.

Another suggestion was made that the donors might consider financing an expatriate to reside in Asia to provide some of the entrepreneurial function. Would the expense of another foreign economist in the region, with the primary responsibility to assist CAMS, be worth the investment? Everyone recognizes the need for this kind of assistance, but it does go against the grain of CAMS being an Asian institution. Unfortunately, adequate numbers of Asians have not been identified to take on these tasks. This is a question for CAMS to resolve: whether or not CAMS can enlist enough Asian expertise to continue its programs,
whether it would like to request assistance of this kind from the donor consortium (or individual agencies in or out of it).

In addition to the leadership requirement, there is also the need for additional advisory services for project development and execution. The links between senior Asian researchers and their junior associates need to be strengthened. The suggestion has been made that priority be given among proposals from junior researchers to those that specify the link with a senior researcher as an advisor. In the past, non-Asians have also provided this input. For the time being, additional non-Asians may be needed to go over proposals and provide suggestions for improvement in each of the countries. Donors have been asked to supply names to the CAMS Secretariat of those persons who might be willing to assist in this fashion. This does not imply that such persons will be responsible for the considerable entrepreneurial task of Division chairmen. They will serve as technical advisors if their competence corresponds with the subject of the research, and if they have the time to help the researchers further develop the proposals.

In an attempt to contribute to the solution of the advisory problem, CAMS divisions will now use reviewers to comment on proposals. It is too early to know if this process will be successful. Asian reviewers will be reimbursed for their services. Donors are providing names of prospective reviewers in each country where CAMS operates.

Some technical services have been provided to CAMS through the review and comments of the donors on research packages. Ideally, once an adequate system of research proposal advisory assistance is established, there would no longer be a need for donors to review each package of proposals, and the CAMS chairman recommends this change. While the CAMS chairman's position is shared by others in CAMS, there are at least two Executive Council members who expressed the view that the donors should continue to review the proposals. Their position was based upon the recognition
that fellow Asian scholars find it very difficult to be constructively critical of each other's research proposals. These persons suggested that the bare minimum for solving this would be to identify older Asian Executive Council members for these decision making tasks. Unfortunately most of the older researchers are overburdened with work and simply do not have the time to devote to CAMS. Therefore, the solution lies in either continuing the present donor system, or eventually turning over the funding decisions for specific proposals to CAMS. Once CAMS demonstrates its capacity to submit a package which does not require revision in the donors' view, we recommend this change be made, on a trial basis (given the chance that Asian sensitivities may inhibit constructive decision making).

Recommendations: The following recommendations are based on written materials from evaluation team members and from conversations among them held in New York on November 3. Some of the recommendations imply cost considerations that require additional analysis by the donors.

It is recommended:

1. That the choice of division chairmen give highest priority to the competence, interest and time availabilities of the candidate for chairmanship;

2. That CAMS consider temporary assignments for individuals as division chairman for a period of time needed to carry out a given research package, but without prejudicing the choice of the same individual for future assignments as a division chairman;

3. That the donor consortium and CAMS consider the desirability and the feasibility of having the sustained services of additional indigenous experts to provide some of the substantive input and advisory services required to help develop additional research projects;
4. That special efforts be made to identify "country representatives" in each country involved in CAMS to serve as entrepreneurs in relating CAMS interests to the academic and official communities of the country, and in developing research projects and identifying researchers, advisors, etc., for carrying them out;

5. That CAMS project review and approval procedures give weight to those projects from junior researchers that indicate the commitment of a senior researcher as advisor in the preparation and carrying out of a project;

6. That CAMS and the donors identify expatriates working in Asia who are capable and willing to provide advisory services;

7. That the system of referees be encouraged, but that guidance and practices be established that encourage the submission of "acceptable" proposals to referees for substantive inputs to improve quality and that leaves the role of arbiter on the question of whether or not a proposal is acceptable or unacceptable to the Executive Council;

8. That the procedure continued to be followed and improved, under the direction of the division chairman, of holding meetings and workshops to determine topics and researchers within a predetermined problem area and to review initial proposals.

9. That CAMS continue its efforts to expand the range of involvement in the academic communities of the several Asian countries, emphasizing the involvement of younger researchers, a wider range of people and faculties within an institution, and a wider range of academic institutions in each country;

10. That CAMS continue to consider the trade-offs among program costs, the range of issues to be addressed, the research resources (e.g., researchers, advisors, data, etc.), and the strength of the research interest in a problem area; and

11. That additional emphasis be given to the use of CAMS research guidelines in the preparation of research projects.
IV. CAMS Research Output

The information in this section focuses on the quality of the research papers developed under CAMS financing and therefore the extent to which they contribute to two of CAMS objectives producing (1) policy oriented research results on employment matters and (2) increased understanding of employment and manpower problems in the region. Other sections examine other CAMS outputs relevant to training, management and networking.

Twenty-six projects were approved and financed by CAMS in 1974; 8 early in 1975 and 15 later in the year; 12 by August of 1976. Also by August, 21 projects had been completed of the 34 that were funded in 1974 or early 1975. The rate and timeliness of project completion has been satisfactory. The CAMS Secretariat at the University of the Philippines has an efficient system for reminding researchers of target dates for financial reports and completion of research studies. Final payments are withheld until the researcher completes his task. The Secretariat has occasionally requested the donors to give extensions to the grants to permit the delayed completion of a piece of work. In a quantitative sense, this early experience concerning CAMS output appears highly satisfactory.

To judge the quality of the output, two approaches have been used. The evaluators sought the judgments of people they talked to about the value of CAMS publications, and several readers were asked by the donors to read, judge, and comment on the quality of the 21 completed projects. The paragraphs that follow are first, a summation of comments from officials and scholars contacted by the evaluation team, and second, a summation of the critical reviews by the readers.

The evidence on the quality of specific CAMS research reports gathered by the evaluation team during its trip was scanty and inconclusive. Too few people were able to identify a specific report and judge its merits. It is therefore
difficult to produce an analysis from these sources on which the team can present judgments about the overall quality of the output or the quality of individual items. On balance, the evidence suggests that CAMS research output is good, but of uneven quality.

The judgments of the readers who were asked to review the materials provide a firmer basis for the insights needed. In a later section of the evaluation report, where the utility of CAMS work is discussed, some insights are provided that are relevant to the quality of CAMS output.

Evaluation of Completed CAMS Studies: The review of completed CAMS studies was made by several sources: members of the Asian Development Bank, a few independent Asian scholars, and an independent consultant hired by US/AID. These reviews provided the basis for the comments below.

Twenty-one completed studies from the CAMS Research Project Status Report of July 6, 1976 were reviewed. Of the twenty-one studies, fourteen were funded by the Consortium. The reviews of each study were brief summaries usually of not more than two pages and a paragraph or two of critical comments.

The reviews by committee unfortunately were uneven. The Consortium has a good overview and reports on the studies of Committees I and III and the migration studies of Committee II. The report on these committees includes
some discussion of papers not funded by CAMS that were presented at the June, 1976 CAMS-ODA Manila meeting on labor supply. The inclusion of non-CAMS papers in the report proved useful in adding to the possibilities for comparative judgment and broadening the context in which the CAMS papers were considered. The readers of the works other than those on migration of Committee II and of Committee V did not provide an overview. Thus, this report only summarizes the comments from the reviews of the studies of the two committees. There were no reviews of Committee IV studies because none were available at the time the evaluation was undertaken.

**Committee I - Labor Supply Studies:** There are two general directions developed in the work on concepts and measures of labor underutilization - one approach attempts to adapt and refine the labor force survey approach to make it more meaningful in the developing country context; the other focuses on the family or household, and the measurement of family time use and earnings. The former approach has generated considerable debate. This debate has focused on two aspects. The first concerns the link between the measure of underutilization and the theoretical economic concept of underutilization. Underutilization implies an inefficient use of resources within an economy. Therefore, economic welfare can be enhanced by a reallocation of these resources. The second aspect relates to the problem of operationalizing the measures of underutilization. In this case, attention has been devoted to problems of defining and measuring income, unemployment, and a match between educational attainment and occupation in a framework developed by Professor Philip Hauser.

In the absence of empirical evidence, there was no way to resolve a priori the issues raised in this debate. Thus, it was decided to conduct, on a limited basis, two experiments. The first experiment relied on the use of existing census
and labor survey data to implement the Hauser framework. The Lee paper on Hong Kong and the Smith and Domingo paper on the Philippines are examples of this first experiment. The second experiment involved the development of special labor force surveys designed to collect the data for the calculation of the labor utilization statistics. Most of the papers evaluated in this report are examples of the second experiment. They include the Bang paper on Korea, the Boey paper on Singapore, the Chang paper on Taiwan, the Hannenberg and Dhanaskdi paper on Thailand, the Huat and Kit paper on Malaysia, and the Sigit and Suharto paper on Indonesia.

Three of the papers using the Hauser framework were funded by the Council for Asian Manpower Studies - the Hannenberg and Dhanaskdi paper, the Huat and Kit paper, and the Smith and Domingo paper. The last two papers were by far the best of the eight labor utilization papers. In evaluating the labor utilization papers, an effort was made to rate them on their own merit. Thus, a good paper was one that adhered to the purpose of objectively evaluating the pros and the cons of implementing the Hauser framework. Both the Huat and Kit paper and the Smith and Domingo paper exemplified this in their respective studies of Malaysia and the Philippines. Unfortunately the other papers ignored substantive issues of implementation, data collection, and interpretation. They tacitly assumed that the Hauser approach improved upon the standard labor force approach, since it provided policy makers with more information. How this information might be used to improve upon or develop a labor resource policy was not addressed.

The following conclusions summarize the evaluation of these papers. First, the Hauser framework fails to distinguish between problems associated with low labor productivity such as limited industrial development and those associated with an inefficient use of labor in an economy. Although the Hauser approach
identifies the incidence and distribution of inadequate income within the labor force, it does not allow one to infer unambiguously whether this is due to low productivity or inefficient labor utilization. One reaches similar conclusions for his other criteria of underutilization. That is, they are not necessarily measures of underutilized human resources.

Second, Smith and Domingo present cogent arguments for the removal of the occupation and education comparison. Even at the three digit level, a given occupational category comprises a host of jobs which require individuals with a variety of skills and training. Therefore, discovering variation in the educational attainment among individuals in a three digit occupation does not necessarily constitute an inefficient use of human resources. Furthermore, a simple matching of occupation and educational attainment ignores other important components of an individual's ability to perform a job. These include formal non-school training, work experience, innate ability, and physical and mental health. Thus, they conclude that the matching of educational attainment and occupation reveals few, if any, insights into the economy's utilization of labor. Third, Smith and Domingo concluded that the income criterion should also be removed from the framework. Their primary justification for its elimination dealt with the problems of measuring income in most low income countries and relating income to the concept of underutilization. With the elimination of the income and education - occupation criteria, the Hauser framework is indistinguishable from the standard labor force approach.

None of the papers using the Hauser framework demonstrate that it improves significantly upon the policy insights that one would draw from the use of the

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It is an incomplete picture of the dimensions of poverty, since individuals who are not in the labor force are excluded.
standard labor force approach. Thus, without persuasive evidence to the contrary, there is nothing to be gained from further research funding in this area by the Council.

Conventional Studies of Labor Supply: The papers discussed in this section are the Castillo paper on Filipino women, the Chitranukroh study of female labor force participation in Thailand, the Debavalya study of female labor force participation and fertility in Thailand, the Herrin paper on the employment effect of electrification in the Philippines, the Jayme paper on fertility behavior of Filipino women, the Mangahas and Jayme-Ho study of earnings and labor force participation of women in the Philippines, and the Spoelstra and Isarangkun study of labor supply and absorption in Thailand. With the exception of the Mangahas and Jayme-Ho paper, the papers rely on tabular techniques to analyze census and labor force survey data.

In terms of quality, these papers were average. Their average rating was 2.1 (the highest possible score being 3.0). Three papers received a rating of good. These were the Debavalya paper, the Herrin paper, and the Spoelstra and Isarangkun paper. Among these three, only the Spoelstra and Isarangkun study was funded by the Council for Asian Manpower Studies. Two of the papers in this group were considered to be of average quality. These were the Chitranukroh paper and the Jayme paper. The Chitranukroh paper received Council funding. The remaining two papers were rated as being fair. These were the Castillo paper and the Mangahas and Jayme-Ho paper. The Castillo paper was supported by the Council's financial resources. In summary, Council funded papers were included among the best and the worst papers in this group.

2/ Herrin's study of electrification received financing from the U.S. Agency for International Development.
The papers were evaluated on the basis of the achievement of their objectives, the usefulness of their results to labor force policy, and their organization and presentation. Thus, their evaluations or ratings were determined independent of the other papers. The three Council supported papers are discussed in detail below.

As noted above, the Spoelstra and Isarangkun study was one of the best papers in this group. It was both well written and informative. The objective of the paper was an examination of the changes in the labor absorptive capacity of the Thai economy that occurred from 1947 to 1969. The agricultural sector remained the primary absorber of labor over this period, although its ability to absorb labor declined. Two factors explained this decline: first, the lack of additional agricultural land; and, second, an emphasis on capital intensive agricultural innovations and improvements. Thus, agricultural productivity increased while its capacity to absorb labor decreased. Although output from the manufacturing sector showed impressive gains during this period, manufacturing failed to be an important source of employment for the expanding non-agricultural work force. Thus, the service sector became an important absorber of labor in the Thai economy. Spoelstra and Isarangkun concluded by outlining a growth strategy designed to increase the labor absorptive capacity of the agricultural and manufacturing sectors. Their paper represents a skillful application of simple tabular analysis to the study of complex economic relationships.

The paper by Suvanee Chitranukroh was taken from her master's thesis completed at the University of the Philippines. Her thesis was directed by Harry Oshima and funded by the Council for Asian Manpower Studies. The paper was composed of two sections. The first section classified the observed life-cycle patterns of female labor force participation for countries in Asia into four general types. For example, she found that Asian countries with a predominantly
Chinese population such as Hong Kong, Taiwan, and Singapore exhibited a pattern of female participation which peaked in the pre-marriage years and declined with age. This contrasted with the pattern of continuous participation among Thai and Filipino women. The second section was devoted to an explanation of the extremely high rate of female labor force participation in Thailand. She contends that Buddhism and the matrilineal system explain the high rate of female labor market activity in Thailand. In her argument, she confuses demand and supply factors. Furthermore, her explanation indicated an absence of awareness of the complexity of the relationships that she was attempting to explain. In summary, the first section was good while the second section was fair. Thus, the paper was given a rating of average.

The Castillo study of Filipino women was the least satisfactory of the three studies funded by the Council for Asian Manpower Studies. Castillo set out to contrast the popular image of Filipino women with the available statistical evidence. To facilitate her comparison, she examined ten aspects which described the activities and roles of women in Filipino society. These included the roles of mother, wife, employee, and voter. The paper reads well despite the abundance of clichés. However, her writing style masked the superficiality of her discussion. For example, she failed to adequately describe the popular Filipino image of women. Furthermore, she generally ignored the interrelationships among the various roles that women perform. Thus, each was presented as though it were independent of the others. For these reasons, the paper was rated as fair.

Future Research in the Area of Labor Supply: Labor supply research in three areas should be encouraged. First, support should be given to projects that synthesize historical and current labor force statistics, when such studies would make available to policy makers for the first time a concise overview of labor market conditions. These studies would involve the use of simple and complex tabular analysis.
Replication of existing studies should be discouraged, unless the researcher provides convincing evidence to demonstrate the policy needs to be met by replicating an earlier study. Second, projects that emphasize sophisticated albeit policy relevant statistical analyses of labor supply should be encouraged. These might include multivariate analyses of the decision to work and the quantity of hours and weeks supplied to the labor market. Third, research support should be given to scholars interested in studying household time allocation among market, nonmarket, and leisure activities. Since the study of household decision making necessitates the collection of new and expensive data and bridges several disciplines, the Council should endeavor to develop multipurpose projects using the same data source. For example, a rural project in Thailand might involve labor economists studying problems of labor utilization, nutritionists studying decisions affecting family health, educationalists studying decisions affecting school attendance, and agricultural economists studying agricultural production. All of these researchers would be involved in the development and utilization of the same data base.

Four out of the eighteen labor supply papers should be considered for additional research support from the Council for Asian Manpower Studies. This would allow the authors to pursue in more depth their potentially valuable research findings. These include the Chitrakar study, the Deba study, the Florencio and Evenson study, and the Herrin study. Only the Chitrakar study has to date received Council support. For example, Chitrakar should receive encouragement to refine and more fully develop her classification of female labor force participation patterns in Asia. The relationship between these patterns and economic development should be explored. She might use as her model the study of female labor force participation in the United States by Valerie...
Oppenheimer. Debavalaya used an extremely valuable data source to examine fertility behavior in Thailand. The source was the National Longitudinal Survey of Social, Economic, and Demographic Change conducted by the Institute of Population Studies of Chulalongkorn University, Bangkok, Thailand. She should be encouraged to test her conclusions about the work-role-incompatibility hypothesis and labor market behavior using multivariate statistical procedures.

Finally, Herrin should be encouraged to pursue in greater depth his findings about the impact of electrification on rural development. Of particular interest would be the way in which it alters the allocation of time among market, nonmarket, and leisure activities.

Committee II - Migration Studies: As a group, the migration papers are superior to the labor force and education papers. The twelve papers in this group received an average rating of 2.7 which compared to a 2.0 for both the education papers and the labor force papers. The papers sponsored by the Council for Asian Manpower Studies were given an average rating of 2.9 whereas the other papers were rated 2.4. Thus, as in the case of the labor force papers, the papers supported by the Council tended to be of higher quality.


4/ The hypothesis states that female labor market behavior is affected by fertility behavior when the role of mother and worker are in conflict with one another. Thus, if the worker role and mother role are compatible, fertility behavior should not influence labor market behavior and vice versa.

5/ With the exception of the Yu study of urban growth in Korea, the Council's papers received a rating of good. Therefore, if the Yu paper were removed, the average for the Council's papers would have been 3.0.
The papers by Syed Waseem Ahmed and his former graduate students Suresh Narayanan and Soon Lee Ying are excellent studies of migration in Malaysia. The Waseem paper traced the historical development of Malaysia's urban areas from the beginning of the twentieth century. The Narayanan paper concentrated on recent migration into Metropolitan Urban Selangor. Metropolitan Selangor comprises Kuala Lumpur, Petaling Jaya, and Klang. He contrasted the experiences of migrants and nonmigrants. Ying's paper is based on a study of the recent intercensal period. Her objective is to uncover the pattern of regional urban and rural migration. She concluded that recent urbanization in Malaysia has been dominated by inter-urban population shifts. Furthermore, the opening of new agricultural lands has encouraged significant inter-rural area population movements.

The only Council paper to receive an average rating was the one by Yu. Yu examined the phenomenal post-Korean War growth of Seoul as the primary industrial center for Korea. Although the paper is a good presentation of recent historical economic and demographic facts, his interpretation of these facts, particularly the impact of recent changes in government policy which were aimed at regional industrialization, to explain the decline in the rate of growth of Seoul are not convincing. For example, the change in government policy occurred at about the same time the Korean export economy would have felt the impact of the recent worldwide recession. His analysis does not take this into account.

The migration studies indicate that the stereotypic image of migrants as unskilled workers who place a burden on the meager resources of urban communities is false. The following generalizations emerge from these papers. First, migrants

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6/ All three of these papers were funded by the Council for Asian Manpower Studies. Both the Narayanan and Ying papers are condensed versions of their master's theses completed under the direction of Syed Waseem Ahmed at the University of Malaysia.
improve their economic welfare through migration. They also on average have higher income levels than nonmigrants living in the place of destination. Second, migrants on average have higher employment and lower unemployment rates than nonmigrants. Third, with the exception of Taiwan, most migrants are absorbed into the service sector of the economy. Fourth, the acquisition of education is an important factor in the decision of young people to migrate to urban areas. Again the exception is Taiwan where government educational policy has encouraged the expansion of secondary and college education outside the major urban centers.

The migration studies expose several areas of weakness related to research design which affect the ability to come to unambiguous policy conclusions about migration's net impact. First, most of the data sources are potentially affected by a selectivity bias. That is, the unsuccessful migrants may have returned to their places of origin leaving behind the successful migrants. If this bias were significant, it would tend to overestimate the gains from migration. Second, there are definitional problems related to classifying an individual as a migrant. The conclusions a researcher draws from an analysis of migration are likely to be influenced by whether he or she studies individuals who recently moved to the destination place, moved there in the last five years, or moved there in the last ten years. Remedies for these problems are suggested below in the discussion of future research topics in migration.

Future Research in the Area of Migration: There are several important areas for future migration research. First, cohort analysis should be used to explore the consequences of migration. By selecting a sample which included individuals from the place of origin who did not move, those who moved and returned, and those who moved permanently, a researcher would be able to assess more accurately the consequences of migration. An example of this kind of research is the Liu and Speare
paper on migration in Taiwan. Second, analyses of migration should explore the net differences between migrants and nonmigrants by means of multivariable techniques such as Multiple Classification Analysis rather than tabular analysis. Third, research of rural to rural migration, particularly in the Philippines, Malaysia, and Indonesia, should be encouraged. Fourth, the consequences of migration in the place of origin as well as the place of destination should be studied. Without knowledge of these consequences, the net benefits from migration are unclear. Fifth, migration research into net income flows between places of origin and destination should be encouraged. In addition to encouraging new migration research projects, the Council should consider the extension of at least two of its current projects. Suwanlee Piampiti should be asked to pursue her research on urban migration in southern Thailand. She has a sample of 680 migrants and 380 nonmigrants which appears to be well suited for the application of sophisticated quantitative statistical methods. Thus, she should be encouraged to analyze the net differences between migrants and nonmigrants using, for example, Multiple Classification Analysis. Furthermore, Soon Lee Ying should be asked to develop a research proposal which extends her analysis of inter-rural migration in Malaysia. Since her earlier work relied on census data, she should consider the development of a project which would involve the collection of primary data. A logical person to coordinate this research project would be Syed Waseem Ahmed. Soon Lee Ying might consider developing this research topic into a Ph.D. dissertation under Waseem's direction.

The Council for Asian Manpower Studies should also receive encouragement to publish a volume on Asian migration. This volume would include the studies funded by the Council as well as the non-Council supported migration studies which were presented at the Manila Labor Supply Seminar in June 1976. This
The migration papers are an excellent example of cross country research and should be a valuable resource to scholars and policy makers.

**Committee II - Income Distribution Studies:** Two studies were completed in the income distribution area. The paper by Encarnacion, Canlas and Jayme-Ho focuses on constructing an econometric model to show the interrelationship between the distribution of employment in different sectors and the distribution of income and consumption demand in the Philippines. The model utilizes the coefficients from the input-output table of the Philippine economy and the authors use the model to make short-term projections.

The study is an excellent exercise that utilizes existing data to draw some conclusions regarding sectoral employment, income distribution, consumption demand and growth. The authors recognize the need for further refinement of the model by relaxing some of the assumptions. Further comparison of the projections from the model against actual experience may suggest additional modifications. The model also points to data requirements on specific variables/components that are not readily available. It may be worthwhile to encourage further testing and refinement of the model.

The study by Mizoguchi, Yoshioka, Chung and Kim is in two parts. The first part is an updating and revision of an earlier paper by Mizoguchi and Yoshioka on Income and Assets Distribution in Post-War Japan while the second part deals with Income and Assets Distribution in Korea during 1963-1971. The authors had analyzed masses of data, computed inequality indices for several types of income and categories of occupations/population. The methodologies used are of the standard Gini-coefficients and log-normal distribution type analysis. They provide a detailed description of the available data, some of the shortcomings and suggest some modifications.
The paper is an elaborate and useful description of income and assets distribution in Japan and Korea. It would have been worthwhile to focus more on the policy implications of some of the findings. A brief summary of the 146-page report may be useful.

Committee II - Other Studies: The five studies reviewed other than the migration studies were unrelated to one another and only indirectly related to the area of income distribution studies.

The Hidayat paper on manpower in Indonesia, the Oshima and Rikken papers on rural development in southeast Asia, and the Karunatakile paper on effects of price distortion in Sri Lanka can be characterized as strongly oriented toward broad policy issues. Of these papers, based on the reviews, the Karunatakile paper was the most successful and the Oshima and Rikken papers the least so. The Karunatakile paper was impressive for the breadth of the paper and the persistent way in which a forceful argument for changes in economic policy were developed. The development of Sri Lanka is especially interesting because the level of social services provided in the face of a mismanaged economy and adverse external circumstances were comparable to those of economies with several times the per capita GNP of Sri Lanka. It would be valuable to continue the work of Karunatakile in Sri Lanka by exploring the issue he raises, but does not delve into deeply; namely, speculation on the possibility that diversion of welfare expenditure to other types of investments would have left the poor of Sri Lanka at least as well, if not better, off.

The Hidayat paper was found to be a good descriptive treatment of manpower changes and the impact of government policy on labor absorption and productivity. In some cases the supporting evidence for hypotheses put forward were not convincing. The Oshima and Rikken paper, while it raised some interesting issues, was not
judged to be a cohesive or full-fledged discussion of the state-of-the-art in the rural development field.

The remaining two papers - the Sung Hwan Ban paper and the R. Haia and A. Tsuji paper - dealt with specific areas of policy interest. Both of these papers, especially the Haia and Tsuji paper, proved disappointing. The Sung Hwan Ban paper presented a helpful description of the Korean new community movement as it exists on paper, but did not provide much insight into the actual operations and impact of the program at the village level. The Haia and Tsuji paper suffered from inadequate formulation of methodology and weakness in interpretation of results.

Committee III - Education Studies: This review encompassed six papers, five of which were funded by the Council for Asian Manpower Studies. The exception was the Fong study of earnings in Singapore's manufacturing sector. Council sponsored papers received an average rating of 1.8. Therefore, relative to the papers sponsored by the Council in labor supply and migration, the educational papers were generally of a lower quality. The Alonzo paper was the only Council paper to be given a rating of good. Both the Tan paper and the Quiton and Muangswan paper were considered to be of average quality. However, the Charnsopharindr paper and the Castillo et al paper were given a fair rating.

Alonzo began his paper with a brief, concise overview of recent educational developments in the Philippines. Since Filipino policy makers have become increasingly concerned about the capacity of the economy to absorb the growing numbers of educated workers, Alonzo focused his study on the determinants of employment and earnings among recent college graduates. His analysis indicated that family background, academic performance, and field of study were important factors in the acquisition of employment and the determination of earnings. In general, his paper is good. However, there are a couple of minor problems with it. First,
Alonzo's real concern was with the incidence of unemployment and not employment. Thus, the dependent variable should have been the probability of being unemployed. Second, he matched field of study and occupation to develop a proxy to test for the existence of a dual labor market. Conceptually, it is difficult to understand how this variable measures labor market segmentation. Furthermore, the existence of market segmentation among college graduates who largely find employment in the modern sector is rarely advanced by dualists. Generally, the distinction is between modern and traditional sectors of the economy.

Quiton and Muangsovan studied in-service agricultural training programs and the need for further programs. They relied on a survey of agricultural teachers and administrators. Areas of agreement and disagreement among teachers across several dimensions of in-service training were explored using rank correlation coefficients. The study provided evidence to support greater involvement of teachers in the process of developing in-service training programs. Although the existence of consonance between teachers and administrators is desirable in any in-service training situation, it is not indicative of the economic or social benefit to be derived from in-service training.

The Castillo et al paper addressed two important problems in education. The first is the need to reach young people who are out of school with educational programs. The second is the need to consider educational alternatives for rural people. These two issues were analyzed by means of three village case studies which were designed to assess the impact of three different kinds of schools on rural Filipino life. The paper was generally disappointing. For example, the authors stated that the objectives of the Barrio Development School, a school based on a curriculum developed around farming, might be better served by a nonformal educational approach. There was no evidence
from their cases studied to support this contention. Also, they concluded that the link between education and employment was weak, although they failed to take into account important work activities in agriculture that occur in the home. Unfortunately, there was no relationship between the results of the three case studies and their discussion of educational policy issues.

The Castillo et al paper and the Quizon and Muangsuwan paper are indicative of a fundamental weakness in educational research. This weakness relates to the emphasis placed on the impact of education on people's attitudes and perceptions to the exclusion of education's behavioral manifestations. On the other hand, educational research undertaken by economists tends to overemphasize the economic consequences. One of the objectives in future educational research should be the elimination or lessening of these biases.

Future Research in the Area of Education: Educational research in general has been hampered by the inability to define the skill production process. Human capital research explores the economic consequences of various proxies for skills such as education, training, and experience. In a sense, this research has evaded the identification of the skill production process itself by treating the proxies for skills as independent variables. It is often argued that an understanding of the economic consequences of various modes of learning helps to develop policies to affect and manipulate the educational process so that specific manpower or social policy objectives may be realized. This reasoning, particularly by economists, lies behind much of the research in human resource development. Its shallowness can be amply demonstrated by the lack of success in using this information to develop specific educational programs. On the other hand, educationalists tend to ignore the consequences of the process of skill acquisition. Furthermore, educational researchers often use simple research designs and methods of analysis
which do not provide useful insights into how skills are learned and affect behavior.

In the development of future research directions and projects in education for Council sponsorship, attention should be given to cooperative interdisciplinary research. Hopefully, this should improve the quality of research by both economists and educationalists. Economists would be forced to pay more careful attention to the educational process and educationalists to the economic and social consequences of education. There are three broad areas in educational research which the Council should encourage. The first area involves the study of the consequences of the educational production process. Educational processes occur in the formal school system, from informal learning in the home, and from formal and informal training on-the-job. These processes have economic, social, and health consequences that affect the social welfare of human beings. Thus, projects should be designed to measure the effects of various educational and learning modes on agricultural productivity, earnings, and health. Most of these studies will have to involve the collection of new data sources, since most census and labor force survey data do not allow researchers to go beyond the use of simplistic variables such as years of schooling completed.

The second area deals with the study of the educational production process itself. In this area it is education which is the dependent variable. Research would be devoted to understanding the process of skill acquisition and learning. One approach might be to measure the school performance of students on the basis of objective testing. Variation in performance levels would be related to variables such as instructional methods and technology, characteristics of the teacher, physical characteristics of the educational plant, family background of the students, and personal attributes of the students. This area of research would also involve studies of the demand for schooling. These studies would provide
information about why some children decide to go to school while others do not. They would also shed light on the question of why students terminate their education prematurely.

The third area of research encompasses the study of equity and distribu-
tional issues related to educational expenditure patterns. These studies would provide information on who within society benefits from education and who pays for education.

Committee V: Three of the four studies received generally positive reviews. The Narongchai Akrasanee paper, an extensive examination of trade and industrializa-
tion policies and performance in Thailand from 1945 to the 1970's was highly praised as a useful product for future researchers. The major critique of the report was that its utility could have been enhanced if a carefully condensed version had been written with the policy maker in mind. The Wontack Hong study provides a thorough presentation of data and analysis of elements of trade and employment. The main weakness of the report was that the overall analytical framework was not sufficiently articulated. The Kuo Shu Liang and Ching-ing Hou Liang paper traces and explains changes in the pattern and rate of growth of exports, and the effects of exports with respect to Heckscher-Ohlin comparative advantage and employment aspects of the export expansion. While the paper provides a high quality review of overall behavior of Taiwan's export performance, it suffered from lack of a comprehensive analytical framework, placed too little emphasis on employment aspects of trade and was insufficiently specific to provide useful policy guidance. The Ippei Yamazawa and Takuo Tanaka paper while providing detailed descriptions of Japan's postwar growth did little more than support the conventional wisdom about the Japanese economy. It was possible that some of the methodologies for treating data and the data itself might be useful to CAMS
researchers, but it was difficult to see the utility of the study for policy issues in the less developed countries.

Recommendations on Research Studies: The following are some general recommendations about the research funded by the Council for Asian Manpower Studies.

First, the Council and the donor agencies need to direct attention at the problem of a lower overall level of quality among its educational projects, identify the causes of this problem and correct them.

The reasons for this qualitative difference between the educational papers and the other papers are not altogether clear. The difference may be a function of the carefulness of the initial review of project proposals. Thus, papers with potentially troublesome methodological, analytical or conceptual problems are not being eliminated at the proposal stage. If this were the explanation for the difference, the Council should consider improving the quality controls relied on by the education component of Division I to develop a package of research proposals.

Second, it is recommended that more attention be given to the development of a strategy and set of priorities to improve the focus of research in each Division and against which Division Chairmen and the Executive Council would screen proposals more carefully. In a few cases, studies have not been easily recognized as policy oriented research on employment problems. Also, one is led to wonder whether more direction within each Division might not increase the total impact of CAMS research. CAMS may wish to explore the pros and cons of giving more direction to research of each Division. An advantage of a unifying concept or strategy for each Division is that work of different persons across and within countries can build one on the other. Another advantage is that such research could focus on major issues identified by policy makers and researchers. There are obvious difficulties both in organization and leadership to this approach.
Further, one would not want to eliminate openness to ad hoc proposals from promising individuals pursuing research on interesting topics but unrelated to the central thrust of the Division. There is no clear cut answer to the problem raised here, but rather a question of emphasis. It does appear that the work of the Division would benefit from an attempt to develop a more cohesive approach for the relevance of a paper to the central substantive objective of CAMS and of the Division to which it has been submitted.

Third, the problems addressed by labor force, income distribution, education and choice of technology are complex and span several disciplines. It is recommended that CAMS explore ways of increasing output and depth of analysis by linking projects through multi-purpose survey questionnaires, thereby adding additional sets of data for the analysis by individual researchers and opening possibilities for interdisciplinary research across countries. Obviously, organization of research packages, which attempt to link projects, will be costly, especially in terms of time required to organize and keep them on track. The donors should also consider the possibility of allowing for multi-year financing for these types of packages.

Fourth, the Council should continue to support the research endeavors of young Asian scholars. The quality of the work completed by junior faculty members and graduate students was generally on a par with the work of senior faculty members.

Fifth, considerable emphasis has been placed to the present time on improvement of research proposals. It is recommended that CAMS also give more attention to the studies themselves. Finished research projects could be regularly reviewed to identify promising and discouraging areas for future research. For example, Soon Lee Ying's paper on migration identified the need to explore in depth the characteristics of inter-rural migration in Malaysia. The Suwanlee Piampiti paper
on migration in southern Thailand contained findings which need to be examined with greater precision using more sophisticated statistical methods. Also, the results from the papers based on the Hausser labor utilization framework suggest that this area of research might no longer require CAMS funding, though national government statistical offices may choose to utilize the approach in their own analyses. Thus, a process of routine evaluation of Council research projects could play an important role in the determination of research priorities and objectives. The same review could also be used to identify the most promising researchers in the different areas for consideration for possible future funding.

Sixth, it is recommended CAMS consider ways of ensuring effective presentation of results. In particular, some of the excellent longer studies would have benefited from concise summaries of results. Perhaps, CAMS might wish to consider requiring brief summaries of not more than several pages for all projects which could be published as inserts in the newsletter or in a separate publication.

Seventh, it is recommended the Council work closely with researchers, first, to ensure that the analytical approaches are appropriate to the policy issues being studied and, second, to assist researchers in obtaining the necessary statistical or computer software for undertaking the analyses. With the advancement of research in Asia, the need for more sophisticated analytical tools will increase. Tabular analysis is important in the identification and clarification of broad policy issues and problems. Yet the absence of controls for other factors likely to influence the phenomenon being studied means that tabular analysis itself cannot determine the relevant variables or factors that policy should address. In order to do this, the research will need to employ more sophisticated procedures. Thus, as knowledge of a problem advances, the informational requirements for policy decisions will become more demanding of the research community.

The Council might consider maintaining a file of existing computer software for the various universities and research organizations that have received
its support. First, this file would be valuable to the Council in its evalua-
tion of research proposals. Second, it would be an excellent reference source
for researchers wishing to undertake a research project for which the computer
software does not exist at their institution. In this case the reference file
could be used to assist the researcher in the location of the nearest facility
that has an operational version of the computer software that he or she wishes
to use.

V. Research Networking and Communications

Objectives and Background: There are two objectives to be served by this CAMS
function: establishing and maintaining communications among Asian scholars con-
cerned with employment oriented research in the region by developing comparative
studies, and sharing data and research findings; and providing policymakers in
the region with recent research findings related to policy choices available to
contend with unemployment and underemployment problems. CAMS has a well established
system of holding workshops and seminars to develop comparative studies within the
region, once interested and competent scholars are identified. Over the past few
years persons interested in the different substantive areas have become known to
the CAMS Executive Council members. Naturally, there exists the continuing challenge
to bring along new, younger scholars into these fields, and identify those in provin-
cial universities who are not always as well known as those residing around the
nation's capital. In addition, CAMS has a well established practice of holding
conferences to discuss research findings of a set of comparative studies on a
particular topic, after the CAMS research has been completed. This usually results
in an exchange of ideas of persons within the region, constructive criticism for
improvements in the studies made, and the identification of additional research
considered to be very useful for further inquiry. In some cases, conference
papers and summaries are issued as a CAMS publication.

The conferences (for a list of CAMS conferences, see p.7-8 above) have been widely attended, frequently co-sponsored with other institutions, e.g., Joint Committee for Rural Reconstruction in Taiwan, the Japanese Economic Re-search Council; Organization of Demographics Associates-Philippines; and more recently the United Nations Asian Development Institute (the Eighth Pacific Trade and Development Conference). For example, after that conference, a summary report "Trade and Employment in Asia and Pacific," was published and distributed. There were approximately 35 participants and an equal number of observers. Participants included academics and officials from developed and underdeveloped countries. There were representatives from the Economic Planning Agency of Japan; the Trade Development Authority of India; and the Fiscal Policy Office, Ministry of Finance, Thailand. Universities from the Philippines, Thailand, Australia, Brazil, U.S., etc., were represented. AID, Asia and Ford Foundation staff who attended the conference reported that it was excellent in terms of the quality of the papers presented, and the dialogue that occurred among those attending. It also identified areas for further research. A few months prior to the conference, CAMS approved some projects on the effects of trade on employment which are included in the conference's list of priority research needs.

The second networking objective, informing policymakers (or their staffs) of the results of CAMS work has been left primarily to the sending of CAMS News-letters and some discussion papers and publications to their offices. Only in limited cases have professionals on policy staffs been involved in the identification and development of CAMS research projects and/or the discussion of CAMS re-search results.

The CAMS Central Secretariat is responsible for preparing summaries of seminars, conferences and research results and to attend to their distribution to
appropriate persons and organizations. The CAMS Annual Report for 1975 reviews its publications and distribution activities. CAMS published two issues of its Newsletter in 1975 and distributed 800 copies of each issue to addresses in developed countries, including assistance agencies (20%), and to addresses in developing countries (80%). The Newsletter carries information about ongoing research projects, publications, research plans, conferences, etc. A second distribution list is for all CAMS publications, which include the CAMS Discussion Papers (final research reports), the Newsletter, and Conference Reports. This distribution includes about 270 addresses in 20 countries with the distribution about 50-50 between developed and less developed countries (developed = 139; less developed = 125).

The 1975 list of CAMS publications and plans for additional publications are evidence of an active publication and distribution program; 23 CAMS Discussion Papers; three major CAMS publications (Technology, Employment and Development, 1974; Income Distribution, Employment and Economic Development in Southeast and East Asia, 1975, 2 vols.; Multiple Crop Diversification in Taiwan and Its Relevance to Southeast Asian Countries, a special issue of the Philippine Economic Journal, 1975).

Comments: There was general agreement among those we met who had attended CAMS conferences and workshops that they were important means of communication. In some cases the CAMS workshops brought Asian scholars into the employment research field. Most often persons with similar interests in the region have met each other and have begun useful professional communication and collaboration. Some instances of disputes among scholars have weakened the usefulness of these regional conferences. Some respondents felt CAMS at times tends to reflect a narrow network, such that a catalyst is needed to bring others in. Many persons, particularly in
Indonesia, felt a "research entrepreneur" with leadership responsibilities was needed to develop wider interest in CAMS both among researchers and policy personnel.

Considerable evidence suggests that CAMS ought to strive to improve the distribution of its materials. Here are a few examples of why this is considered important.

a. Some large organizations/departments/ministries receive CAMS materials, but they fail to reach the research and planning sections. In the Thai Labor Department, the Director General receives the Newsletter, but it does not reach the Deputy Director General or the Research and Studies Division.

b. Some persons on the mailing lists are not receiving the Newsletter, which suggests the addresses may not be correct or complete.

c. Some offices which should be on the mailing list are not, e.g., the Research and Planning Unit of the Indonesian Ministry of Education has expressed interest in CAMS and has a sizable research program.

d. Discussion papers are not always being received by those interested in them.

It is too early to make final judgments about the second networking objective; informing policymakers of the results of CAMS work. Only some of CAMS work has been published and available in a form which policymakers could digest easily. However, even the work which is available is not always reaching or being read by policymakers or their staffs. The time and personnel constraints are very real ones. Few planning agencies or planning groups within ministries have assigned staff members the task of reading widely in the area of concern to determine if contemporary research is adding light to some of the planning and policy problems facing ministries and planning agencies. Interviews suggested
that a few outstanding individuals in these positions take it upon themselves to keep abreast of current research. This was noticed at NEDA in the Philippines and BAPPENAS in Indonesia. Both agencies could easily find the funds to employ persons to do this, rather than leaving it to the overly burdened persons who maintain a personal interest in the employment field. This notion is not a new one, but there has been very little progress in employing such "research policy analysts" in the past few years.

However strong is the desire for CAMS research results to affect employment policy, experience has clearly shown that research may be only one component in the formulation of policy. There is no clear connection between research and policy. At best, one can hope that responsible, policy-oriented research will be brought to the attention of responsive, objective policy makers. Often personal relations of competent researchers with interested policy makers can be developed (initially, through the reputations their analyses build). Thus, the networking objective of CAMS activities in relation to policy makers can be pursued through the continued production of needed analyses (adding to the store of knowledge of employment issues), and the more informal diffusion of ideas through personal and verbal interaction between researchers and policy makers. While some observers may question the sincerity with which Asian leaders speak of their governments' concern for the unemployed, underemployed, and the poor, we feel the continuation of CAMS research and networking activities can only be considered positive attempts to approach the future.
Suggestions

Many of the suggestions below (and those on pp.69-74) are well known to CAMS members, who are in the process of trying to improve the activities and operations of CAMS.

Workshops: These should be maintained for development of comparative studies, both in the initial planning stages and (when needed) half-way through the research, to compare notes and insure comparability. Staff of policy planning offices (of central planning agencies and ministries) should continue to be invited to attend for both potential substantive suggestions and maintaining interest and communication.

Conferences: These should also be held to discuss research results of comparative studies and explore new areas for further research. Again, staff from policy planning offices should be invited (preferably those who were initially involved in the development of the research) to enable them to gain from the research findings, participate in constructive discussion and criticism, and help identify additional areas for future research.

Materials Distribution:

a. Members of the donor evaluation team should send the CAMS Central Secretariat a list of persons and/or offices, with correct addresses which expressed interest in receiving the Newsletter and other publications. (Some have already done so.)

b. The Central Secretariat might attempt to update its present list by asking CAMS members and donor representatives in each country to go over the mailing lists and make corrections. The same persons might be asked to add names to the lists.

c. A complete list of publications and discussion papers might be sent to all those on the mailing list giving them a chance to (a) order copies of interest, and (b) request inclusion on the mailing list to receive all discussion papers or those from specific divisions.
d. CAMS members and donor representatives in each country might be asked to list names of persons not presently known to CAMS, who might be brought into CAMS activities. This would include both scholars, young researchers, and personnel in policy staffs of relevant ministries and planning agencies. Such names could be kept in mind as potential new participants in workshops and conferences.

e. CAMS Central Secretariat should consider sending the flyer on research priorities to all departments with interest in CAMS (economics, sociology, political science, etc.) in universities and research institutes in the region.

f. CAMS Executive Council might identify persons in government offices with whom CAMS personnel might talk more frequently to establish closer relations and interest. Their suggestions for CAMS work might be sought.

g. Each finished research project should include a 2-3 page abstract summarizing the research problem, methodology used, findings, policy suggestions and conclusions. This abstract would be sent to persons in government and/or included in the Newsletter.

h. Journalists from major Asian newspapers might be included on the Newsletter mailing list and invited to workshops and conferences. CAMS members and/or donors might have names to suggest.

VI. Research Training

An important CAMS objective is to provide opportunities for Asian researchers to do work in the employment field. This is in conjunction with CAMS primary interest in improving our knowledge of employment problems and the capacity to address them. For some this will serve as a research training experience, providing opportunities to be guided by or collaborate with more experienced scholars in
their own countries and in the region. Training and the graduate theses produced through CAMS support are not ends in themselves, but by-products of CAMS commitment to understanding manpower issues in Asia.

CAMS interest in supporting less experienced researchers has continued to grow since research project funding began in 1974. The Central Secretariat provided us with the following figures:

**CUMULATIVE NUMBER OF RESEARCH STAFF IN CAMS-FUNDED STUDIES**

<table>
<thead>
<tr>
<th></th>
<th>1974</th>
<th>1975</th>
<th>1976</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of principal investigators/project supervisors</td>
<td>21</td>
<td>43</td>
<td>57</td>
</tr>
<tr>
<td>Number of principal researchers/research associates</td>
<td>27</td>
<td>44</td>
<td>48</td>
</tr>
<tr>
<td>Number of research assistants</td>
<td>18</td>
<td>32</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>66</strong></td>
<td><strong>119</strong></td>
<td><strong>145</strong></td>
</tr>
</tbody>
</table>

* The term principal researcher refers to M.A. and Ph.D. students working on projects which will serve as bases for their theses.

Of the 61 projects approved in three years, 330 research personnel have been funded, or 5.4 persons per project. Of the 121 principal investigators/project supervisors, some 45 have assumed primarily supervisory roles, two-thirds of which held doctoral degrees. Nearly two-thirds of CAMS funded researchers are less experienced researchers (the principal researchers, research associates and assistants). Of these roughly 40% hold B.A. degrees, 40% M.A. degrees, 10% Ph.D. degrees and 10% other. Approximately 10% of this group are Ph.D. candidates.

The substantial and growing number of individuals working on graduate theses is an important indication of the seriousness of CAMS' training concern. We spoke with several of these researchers in August, and were interested in learning that most of them felt they were receiving excellent experience in designing and carrying out employment research. Those working on theses did appear to have advisory
assistance available to them. Our impression was a rather positive one. Naturally, there must be scores of graduate students who would benefit by the same opportunity, but are unaware of CAMS. Normally, one would expect a high correlation between the quality of the final research output and the availability of responsible advisory assistance (assuming that the individual researchers are intellectually capable, having made it through the CAMS selection process). We were not given data showing how many of those who completed thesis research with CAMS funding did, in fact, receive their degrees. Many projects are still in the process of being completed.

Comments: While many researchers clearly articulated the value of CAMS research funding, they were also aware of other funding sources. Usually connections with active CAMS personnel were very helpful in being considered for funding. Most positive responses came from those who participated in CAMS workshops, developing comparative studies, rather than the individual ad hoc projects. We did encounter a few research associates who appeared to be doing most of the research, although the principal researchers were being more highly paid, but putting in very little effort. We also learned that some CAMS funded research was a rehashing of ILO contracted work, and vice versa. This is not surprising, though a better job of screening is needed in the future to prevent duplication of research work. Both the CAMS Executive Council and the donor consortium should be better informed on what work is and isn't being done. Some researchers who weren't awarded research grants complained of not being told why in specific terms.

Suggestions:
1. Advisory assistance - CAMS should continue to identify and involve senior scholars in each country with the ability and interest to provide direction to the work of the less experienced researchers. Donors should continue to provide
names of prospective persons in each country, and CAMS should make use of its refere system (which might be evaluated by CAMS after a year of operation). Each division might try to identify an agent in each country in each substantive area who could represent CAMS and serve in an advisory capacity. Efforts have been made in this direction in the field of Trade and Employment, whereby such individuals worked to further refine and develop proposals, and kept in close contact with the division chairman. If this approach was adopted, each division would have one chairman, but would strive to set up a network of representatives in each country interested in the same substantive research area.

VII. Donor Consortium Operations

Following the 1971 conference in Singapore which led to the organization of the Committee for Asian Manpower Studies, there was a series of meetings and consultations with government representatives and various donor agencies regarding the financing of the activities of the committee. As a result of the discussions, it became clear that a more formal organization needed to be created to receive funds and administer the activities of the organization. Consequently the committee organized the Council for Asian Manpower Studies in November of 1972 as a non-profit research association registered in Hong Kong. Funding for the committee during the early stages of the Council was provided by the Asia Foundation. However in view of the regional organization of the Council and the substantial research plans, it became clear that a broader base and a higher level of funding was necessary for the Council. Informal discussions continued in 1972 and 1973 and a meeting was held in May of 1973 with representatives from the International Development Research Center of Canada, USAID, the Asia Foundation, Ford and Rockefeller Foundations. It was anticipated that the World Bank would participate in the consortium. A part of the meeting was devoted to a discussion of the current tax status of CAMS in relationship to the U.S. Tax Reform Act of 1969 and its effect on American
foundation funding for organizations such as CAMS. Following the meeting, CAMS did apply for an appropriate tax ruling from the IRS which was later received. It was agreed in the May 1973 meeting that funding for CAMS during the period when it was waiting for the ruling from IRS would be provided by IDRC and the Asia Foundation.

Full operation of the funding consortium started early in 1974 with the submission by CAMS of two packages of research proposals: from Committee II - Employment and Income Distribution; and from Committee V - Trade and Employment, plus a request for additional funding to support CAMS central administration. The consortium, which included representatives from The World Bank, USAID, IDRC, the Ford Foundation, the Asia Foundation, and the Rockefeller Foundation, met in early March 1974. Before considering the specific research proposals, a number of general principles and procedures were established: (1) The consortium would not provide a pool of funds which would then be allocated by the Executive Committee of the Council for Asian Manpower Studies. The consortium would consider specific packages of research proposals from the five committees plus a request to fund the central administrative needs of CAMS; (2) Each of the members of the funding consortium would do their own review of the research packages and in view of their internal resources and objectives, would indicate the extent to which the individual agency could provide funds for the activities of CAMS; (3) The consortium was interested in stimulating research by Asians on Asian problems and specifically individuals, in the lower income countries. Consequently it was suggested that research by Japanese scholars should be funded by other sources, hopefully as a part of general support by Japanese institutions to CAMS; (4) The consortium agreed to consider packages and to accept, reject or send back for modification the packages as a whole, rather than rejecting or accepting individual projects within packages; (5) It was suggested that CAMS follow a standard reporting procedure to the
consortium rather than having individual reports to each of the agencies. One
CAMS report would be submitted to all of the members of the consortium, and in
turn CAMS would require quarterly reports from the individual researchers undertak-ing projects; (6) The consortium requested an annual financial report from
CAMS which would indicate both the source of all of the funding for CAMS as well
as expenditures; (7) It was suggested that CAMS use the calendar year as the
fiscal year; (8) It was agreed that initially, the consortium would be prepared
to meet at irregular intervals whenever CAMS had a research package ready for
submission. It was hoped, however, that it would be possible for CAMS to submit
the packages from the different committees at the same time. The first submission
contained packages from only two of the committees; (9) The consortium indicated that
one of its top priorities was that of training younger researchers within the context
of quality research. The consortium was pleased to see a good balance and mixture
between more experienced scholars as principal investigators, working with less expe-rienced researchers as their associates as indicated in the first two packages.

The consortium continued to meet at irregular intervals with the time
determined by when it received funding requests from CAMS, and the availability of
the consortium members to meet. In 1975, it was suggested that it would be desirable
to develop a regular time table to enable the consortium to meet only once a year.
This would also give the individual researchers who submitted research proposals
a clear indication as to when they would have an answer as to whether or not the
project would be funded. 1976 was the first year under which the consortium met
and considered proposals under the new time table. CAMS also modified its fiscal
year beginning July 1 of each calendar year to correspond with the new time table.

The present requirement that CAMS submit to the consortium packages of
projects in the various divisions for approval, rejection, or return (with suggesti-on
for improvement) does add about three months to the time table. This requirement
extends the waiting time for the individual researcher by three months if the
package is approved. Additional time, of course, is required if the package is sent back for modification. The process of package review by the members of the funding consortium also adds to the real cost in terms of time and use of resources available to the consortium.

Alternative procedures for CAMS and the consortium have been suggested. The question of funding approval procedures is very intimately related to the possibility of developing within CAMS and the region, an advisory and evaluation system which eliminates the need for a final review process by the donor consortium. To date, the donors have felt the need for this final evaluation and review of packages. Several packages have been sent back with suggestions for improvement, particularly in the clarification of questions to be asked, data available, methodology to be used, and other ways of improving proposals. When packages of proposals come forward to the consortium which do not require additional development or improvement, then the full responsibility can and should be passed on to CAMS. Such a move may well require some rethinking on the part of CAMS as to the composition of the Executive Committee, if that group were to be the final decision making body, plus possible development of review panels and the use of advisory and consulting personnel within Southeast Asia. The dual objective of encouraging high quality research and expanding the numbers of younger scholars involved in the research does result in varying quality among the research proposals.

The first alternative that had been suggested and discussed during the visit by the various reviewers in Southeast Asia was that the donor consortium indicate to CAMS that a certain amount would be available for a fiscal year, CAMS would then make the decisions concerning the allocation of the funds.

Another alternative would be to retain the present system for project packages as they have presently come forward through the CAMS system and sent
(on an annual basis) to the funding consortium for final consideration. However, in addition to that process, it was suggested that a sum of money be granted to CAMS to make small- $1,000-$1,500 a year - awards to younger researchers to enable them to acquire some experience on a small scale, shorter duration research project under the supervision of a more experienced researcher. Such awards could be made once, or at most, twice to the same individual. Any additional research support would be through the normal currently utilized process within CAMS.

Ideally, once an adequate system of research proposal advisory assistance, evaluation, and review is established, there would no longer be a need for the donor consortium to review each package and each proposal within each package. At present the more experienced researchers do appear to be overburdened with work, and there may not be sufficient time for them to allow such a process to work satisfactorily until the pool of more experienced researchers has been expanded within the region. Until such a time, we would suggest either the continuation of the present system or the second alternative that was suggested.

From the internal point of view of the use of resources within the consortium, rather than having each agency review every project, it may be possible to reduce the amount of resources used by having one or two of the agencies take responsibility for the review process. However, several of the agencies have felt that given their commitment to CAMS, they feel a need to maintain close contact with the review process, and a high level of knowledge of the ongoing activities of CAMS. Consequently, most agencies feel they would wish to be fully involved in all aspects of the process including the reviewing of the package, visits in the field, contact with individual CAMS researchers, the Chairman and members of the Executive Committee, both on the part of the agencies' staff in the field and at headquarters.
We recommend that as soon as the consortium receives a set of research packages from the three divisions of CAMS that are fully acceptable by the consortium and do not need to be returned for any additional modification or improvement, then the consortium shift from the present system of consortium review of the research packages to a system in which all of the review and final decision making is done within the CAMS system. The exact form of that system would, of course, be determined through the normal process of CAMS. We would recommend that when such a shift occurs CAMS should continue its present excellent process of quarterly reporting on both the financial and substantive aspects of the research projects. We also recommend that CAMS report to the consortium the decisions taken and the projects funded. A shift to this alternative would necessitate, of course, that the funding consortium make known to CAMS, well in advance, the amount of funds that would be available to support the CAMS activities during the next fiscal year. CAMS may very well generate a substantially greater number of projects than could be funded from the resources made available by the present funding consortium and this would, of course, necessitate CAMS seeking additional funding from alternative sources.

VIII. Observed Value and Utility of CAMS

This section provides a composite of general views of CAMS, obtained through interviews in the region in the summer of 1976. While some points may have been mentioned in previous sections, the donors felt a general overview could be usefully presented as a means of showing how researchers, government personnel, and academic leadership view CAMS at this stage.

One of the prime objectives of supporting a regional research organization such as CAMS was to foster indigenous research capability. This involves the identification of priority research areas and of potential researchers interested in
them; generation of research packages; scrutiny of proposals for completeness and quality; allocation and administration of resources; monitoring of research projects; and dissemination of research results.] When CAMS initially approached members of the donor consortium for support, it was argued that there existed significant indigenous interest and professional capability in the region that could be tapped to promote research and foster research management capability.

Several of the researchers contacted on the Evaluation tour mentioned that CAMS had achieved mixed results in regard to the above objective. In the first few years the chairmanship of the Council and the different committees were transferred to professionals from within the region. However, the degree of devotion and extent of activity varied significantly among the committees. The committee chairmen were chosen for their professional interest with due regard to reasonable distribution among the countries. The chairmen were busy people with each of them holding at least one full-time job. Significant activity was generated in committees which could readily draw upon the time, talent and entrepreneurship of expatriate professionals located in the region, while the other committees suffered due to lack of such inputs. A few of the researchers and professionals mentioned that some of these expatriate professionals not only provide significant inputs to specific committees, but also effectively run these committees. This appears to be more reflective of the past than the present; although there are still one or two expatriates who continue to devote valuable time and effort to CAMS activities. Clearly, more Asian participation and leadership is needed. In view of the above, considerable improvement is required if CAMS will be successful in fostering indigenous research management capability.

One aspect on which virtually everyone contacted agreed had to do with the operation of the Central Secretariat. It is being run quite efficiently not only in the financial administration, but also regarding monitoring of progress in research.
Dr. Poblador has done an excellent job by setting up a well organized routine for the effective operation of the Central Secretariat.

Interviews with several academic administrators and researchers throughout our travels suggested that CAMS is valued as an important resource for both the experienced scholar interested in some independent, comparative (well-funded) work, as well as the less experienced researcher interested in gaining important professional skills. There was an expressed attractiveness of CAMS as a non-governmental, non-profit, voluntary agency composed of individual scholars brought together by the common interest in a variety of employment and income distribution issues. A few deans and directors of research programs complained of being left out in terms of access to CAMS resources and the decision making process.

There was mixed reaction regarding the training utility of CAMS. Some have felt that CAMS support of thesis writing by M.A. and Ph.D. students is useful, not only in fulfilling the training role, but also producing quality research on problems of current concern. Others argued that an unduly large proportion of resources (nearly 40%) is devoted to this activity to the detriment of providing support to young researchers in non-metropolitan universities. They feel that other funds are available to support thesis research while there are few other sources that the researchers in provincial universities could tap. It was also mentioned that other, more efficient mechanisms (e.g. direct grants to individuals or universities) could be used to channel resources for thesis research rather than using CAMS lengthy procedures. A few of the people contacted also complained that CAMS awards for thesis writing were concentrated in two or three institutions and specific individuals seemed to have better access to these resources to support their students.

It was generally felt that the quality of CAMS research output is on the average comparable to that emanating from some of the better economics schools.
in the region. While economic research on any topic would ultimately have some
implications to employment/manpower issues, several people felt that research
projects supported by CAMS should have a more direct and substantive focus on
these. A few of the researchers argued for a widening of CAMS foci to include
other areas, while others mentioned that research proposals on virtually any
topic can be accommodated within the scope of the three Divisions.

There were a variety of opinions concerning the focus of CAMS research.
A few researchers and practitioners felt that most of CAMS research was focused
on evolving new methodologies/techniques, seeking new insights. They felt that
a substantive portion of CAMS resources should be utilized for pulling together
and analyzing available data on employment/manpower subjects, thereby evolving
basic information parameters in these countries. (Specific examples cited
regarding the lack of such basic information included Thailand and Indonesia.)
Some felt that CAMS research has not focused intensively enough on any specific
area, with the exception of income distribution. Others felt some of the topics
of current concern in the employment area are not paid attention to in the CAMS
research program.

Regarding the policy relevance and utilization of CAMS research output,
some mentioned that a major portion of CAMS research is of the academic type
and has peripheral policy relevance for use. Some argued that it is too early
to assess the utilization of research in policy as most of the research has been
recently completed or is in progress. There are at least a couple of instances
where research output from CAMS financed studies was incorporated into the current
economic plans of the countries, e.g. the Wontack Hong trade study in Korea, and
the Kuo-Shu Liang trade study in Taiwan. There are also cases in which international
and regional organizations have drawn on CAMS research output while preparing
economic reports on the region (e.g. the Asian Development Bank's Asian Agricultural Survey, the World Bank's Income Distribution Project). A few of the policy makers contacted showed awareness of CAMS and its output, while others were generally ignorant about the organization and/or its research output. Even in the few cases where there was awareness of CAMS activities among policy makers, it seemed to be based on the personal interaction of CAMS researchers and professionals in these organizations. Some of the senior CAMS researchers have been and are involved significantly in providing professional inputs to policy making in their countries. This is an illustration of possible research output absorption by policy personnel through the interaction of CAMS researchers with policy makers.

When asked as to what they did with their research output, several researchers indicated that the submission of a final report to CAMS was the end product of their effort. Some mentioned using the material as teaching/reference material and very few indicated that they were preparing it for publication. A few indicated a desire to distribute copies of their report within the country, but were constrained from doing so due to cost considerations.

Concerning the dissemination of research results, CAMS has been producing and distributing a Newsletter, most of the research reports as discussion papers, and other occasional publications of conference/seminar proceedings. When looking at the CAMS mailing list, one would expect CAMS work to filter into policy offices throughout the region. Only a few policy personnel had read CAMS publications or discussion papers. Much more selective distribution of CAMS publications aimed at individual professionals in the planning and policy making offices in the countries seems to be needed.

One way to improve policy interest in CAMS was suggested during conversations at NEDA in Manila. There is an interest in substantially more research on
employment, particularly within the context of regional development plans in each country. In many cases, research priorities have been already identified, though specific topics may not have been outlined. It is quite conceivable that CMS members or researchers in each country could be called upon to do some of the research which is of interest to the planning agencies and ministries. Such agencies might fund the research within their own countries. What is needed is an entrepreneurial effort to find out what the various agencies need in the way of research, and then go about developing (where appropriate) comparative approaches throughout the region, dealing with specific research topics or priorities identified by the planning groups.

Conferences and seminars are one of the mechanisms for dissemination of research results. Some of the committees have organized these seminars and conferences either on their own or in collaboration with other agencies/institutions in the region. Some of the researchers complained that the same senior researchers are invited to participate in most of the seminars. A clear exception seemed to be the recent seminar on labor supply. Virtually everyone contacted appreciated the important role of conferences and seminars not only in disseminating information, but also in promoting a professional dialogue between researchers in the region and a few from outside the region as well. Except for some small organizational lapses, CMS seems to have relative success in organizing seminars and conferences.

Bringing the policy makers into the CMS network seems to be what is needed and will require considerable staff work by CMS personnel in all countries. Researchers and policy makers could be invited to workshops/seminars dealing with one or more priority issues of current concern with the intention of developing specific research proposals to be undertaken by CMS (possibly funded by the
governments). Involving the policy makers in the organization and conduct of the seminars/conferences may be useful. This appears to be one of the more successful approaches to bringing the results of important policy oriented research to the attention of policy makers.

While the sphere of operation of CAMS is supposed to include the whole of Southeast and East Asia, there seemed to be little representation from the smaller countries on the CAMS Executive Council. Several researchers and policy makers felt unhappy about the stepmotherly treatment meted out to them by CAMS. They argued that they have significant knowledge and talent to contribute to the enrichment of CAMS research. A few researchers and policy makers complained that much of CAMS activity seemed to occur in the Philippines and Thailand. Perhaps the availability of trained people and the entrepreneurial capacity of the committee chairmen and/or the expatriate advisors may explain the high rate of activity in these countries.

Extent to which CAMS complements or duplicates other organizations in the region:

Some concern has been expressed by members of donor agencies over the degree to which CAMS complements or duplicates other organizations' activities in the region. There are several organizations (in addition to the donors in the consortium) operating in the region. These include the Agricultural Development Council (ADC), the Association of Development Research and Training Institutes for Asia and the Pacific (ADIPA), the South East Asia Population Awards Research Program (SEAPRAP), and the Committee for Comparative Behavioral Studies in Population. Members of the donor consortium are individually supporting different regional research programs and institutions. In addition, international agencies such as the ILO, IBRD and ESCAP are supporting research in the region. Some of these programs have specific area focus, while others concentrate on institutions and disciplines.
In the following we focus on three activities - research, training and networking. In the area of research, other organizations such as ILO and IBRD are involved in financing and promoting research in the manpower-income distribution areas. Closer contact and collaboration between CAMS and the regional offices of these organizations seems to be highly desirable. It was brought to our attention that in a couple of cases, the CAMS researchers were involved with at least one of the other organizations doing work on virtually similar or identical topics.

Some of the other organizations - ADC, ADIPA and COMSEP - also carry on networking activities. However, none of these seem to overlap to any significant degree with CAMS own sphere of operation. It may be worthwhile for CAMS to seriously consider collaborative seminars with some of the ILO and IBRD programs in the region.

On the training side, there are at least two organizations - ADC and SEAPRAP - that have substantial/major emphasis on research training. Our preliminary judgment is that substantively these organizations differ from CAMS and do not require the same organizational structure to pursue their objectives. We feel it would be worthwhile for CAMS to take a serious look at the operational mechanisms of the SEAPRAP and ADC to pick out useful procedures. CAMS interest in quality research and research training in five areas of employment research and regional breadth seems to require the detailed administrative services and structure presently operating.

IX. Finances and Budgeting

Responsibility for monitoring and financial reporting on the various projects lies with the Central Secretariat. This is being performed very well. CAMS has developed an efficient accounting and reporting system, and financial controls which appear to serve the needs of the researchers as well as the reporting requirements of the donors. We were told by various researchers that they
were notified in ample time when financial and other reports were due, so that they in turn could submit them to the Central Secretariat.

Expenditures of CAMS can be broken down into three main categories:
(1) The expenses of running the Central Secretariat which includes the salaries of Secretariat staff, the Executive Director, plus office supplies, postage, rent, utilities, legal audit and other fees, and the cost of the meetings of the Executive Council and the annual general meeting; (2) The research expenses of the research projects that have been approved and submitted by the various committees and divisions; (3) Expenditures made in support of the network activities which include committee and division administration, research generation, the holding of workshops, seminars, and general administrative expenses of the committees and divisions. The expense of running the Central Secretariat is considerable, but in view of the activities that need to be supported, and the reporting to be done, the expenses do not appear to be excessive.

The operation of the funding consortium began in 1974 and during the period from January 1, 1974 through June 30, 1977, the funding consortium will have made available to CAMS for all of its activities funds totaling $840,826. In addition, CAMS has received modest research support from the Philippines and Japanese governments, and funding agencies in Japan.

The total amount made available from the consortium was distributed as follows: $180,700 in support of the activities of the Central Secretariat (21%); research support $509,126 (61%); and support of the network activities of the committees and divisions $151,000 (18%). In view of the dual objective of bringing younger scholars into CAMS activities, and the support of collaborative research of high quality in several employment subject areas throughout the region, this would appear to be an appropriate distribution of resources. An analysis of the
of the expenditure of funds reveals a substantial variation between the committees and divisions. The funds utilized by the various committees and divisions during the period January 1, 1974 through June 30, 1977 made available from the funding consortium is listed in the table below broken down into support for research and support for the networking activities (that is, research promotion, seminars, workshops, committee meetings, and administration).

**COMMITTEE I**  
*(LABOR SUPPLY)*

<table>
<thead>
<tr>
<th>Year</th>
<th>Research Funding</th>
<th>Network Activity Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1974</td>
<td>$32,235</td>
<td>$14,596</td>
</tr>
<tr>
<td>1975</td>
<td></td>
<td>23,305</td>
</tr>
<tr>
<td>Total</td>
<td>$32,235</td>
<td>$37,901</td>
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</table>

**COMMITTEE II**  
*(EMPLOYMENT AND INCOME DISTRIBUTION)*

<table>
<thead>
<tr>
<th>Year</th>
<th>Research Funding</th>
<th>Network Activity Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1974</td>
<td>$71,593</td>
<td>$5,037</td>
</tr>
<tr>
<td>1975</td>
<td>66,893</td>
<td>11,000</td>
</tr>
<tr>
<td>Total</td>
<td>$138,486</td>
<td>$16,037</td>
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**COMMITTEE III**  
*(EDUCATION AND MANPOWER DEVELOPMENT)*

<table>
<thead>
<tr>
<th>Year</th>
<th>Research Funding</th>
<th>Network Activity Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1974</td>
<td>$46,797</td>
<td>$10,536</td>
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<tr>
<td>1975</td>
<td></td>
<td>5,500</td>
</tr>
<tr>
<td>Total</td>
<td>$46,797</td>
<td>$15,856</td>
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</tbody>
</table>

**COMMITTEE IV**  
*(TECHNOLOGY AND MANPOWER DEVELOPMENT)*

<table>
<thead>
<tr>
<th>Year</th>
<th>Research Funding</th>
<th>Network Activity Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1974</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1975</td>
<td>26,891</td>
<td>16,300</td>
</tr>
<tr>
<td>1976</td>
<td>41,728</td>
<td>5,243</td>
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<tr>
<td>Total</td>
<td>68,619</td>
<td>21,543</td>
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COMMITTEE V
(FOREIGN TRADE AND EMPLOYMENT)

<table>
<thead>
<tr>
<th>Year</th>
<th>Research Funding</th>
<th>Activity Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1974</td>
<td>$81,004</td>
<td>$13,154</td>
</tr>
<tr>
<td>1975</td>
<td>45,313</td>
<td>19,979</td>
</tr>
<tr>
<td>Total</td>
<td>$126,317</td>
<td>$33,133</td>
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</table>

DIVISION I
(LABOR SUPPLY, EDUCATION AND EMPLOYMENT)

1976  $ —  $ 3,750

DIVISION II
(INCOME DISTRIBUTION AND EMPLOYMENT)

1976  $56,593  $11,830

DIVISION III
(TRADE, TECHNOLOGY AND EMPLOYMENT)

1976  $40,079  $10,950

CENTRAL SECRETARIAT

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1974</td>
<td>$76,000</td>
</tr>
<tr>
<td>1975</td>
<td>70,000</td>
</tr>
<tr>
<td>1976</td>
<td>34,000</td>
</tr>
<tr>
<td>Total</td>
<td>$180,700</td>
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</table>

Note: The lower 1976 Central Secretariat figure reflects the use of funds carried over from 1974 and 1975 to 1976.

CAMS was organized into five working committees through 1975. In that year the committees were reorganized into the present structure of three divisions. However, a part of Committee IV was continued, with responsibility of carrying through a three-year comparative project. A key factor in the variation of expenditures by the committees over this period has been that of research promotion and stimulation, and the development of well designed fundable projects and packages. The committees that have had a strong and active leadership were the ones that had a substantial
amount of both research and networking activity. It would be anticipated that if QIMS develops a strong core of leaders in the divisions and representatives in the countries within the region, a substantially greater demand for additional funding would be generated. The Central Secretariat costs have appeared to be relatively constant and of an appropriate size for current activities. The present Executive Director does not think it reasonable to reduce the size of the staff and the Central Secretariat, given the variety of responsibilities and duties that must be performed there, and we agree with this judgment. It was also suggested that a somewhat larger amount of activities by the divisions could be supported by the present Central Secretariat.

In several places in the report it has been suggested that there is a need for more workshops, seminars, and supervisory activities which, of course, would require greater funding for the networking activities. This, in turn, could well generate an increased number of well designed, fundable projects and packages and thus the research might very well reach a higher level of activity - a level higher than could be supported by the present funding consortium. It is our evaluation that the present distribution of funding between the various activities is appropriate and that the financial responsibilities of monitoring and reporting are being very well performed by the Central Secretariat.

X. Summary and Conclusions

QIMS is an important and viable research program which can continue to provide important training and research findings for Asians and Asian governments. It has had only partial success in its first three years of research funding due to a variety of factors which include: unsteady leadership in the committee/division structure, inadequate time and effort spent in individual countries generating research proposals and assisting in their implementation, and a
variability of competence/experience of those receiving research funding. CAMS continues to rely strongly on one expatriate, who provides important support and guidance in generating and organizing CAMS activities. Progress has been slow in fostering an indigenous research management capability. The operation of the Central Secretariat has increased in effectiveness.

Under these conditions a research program has grown continually, but unevenly. Research output has generally been of good-to-average quality, with significant policy relevance in only a few cases. The number of completed publications and discussion papers has increased, although only a few completed projects have been published in journals. Much more work is needed to prepare completed projects for publication. Only minimal attention of policy makers has been generated, and more can be done to bring them into the process of research topic selection, discussion of completed research, and dissemination of research results. CAMS networking activities (workshops, seminars, conferences, Newsletter, etc.) are considered very valuable by both researchers and practitioners. Finally, there is a continuing need for additional research in the employment field, particularly in terms of disaggregating much of the work already produced in order to provide alternative policy choices of decreasing unemployment and underemployment in both rural and urban settings. It is assumed much can be learned by maintaining a comparative approach to this research by including studies of several of the Asian countries represented in CAMS.

Summary of Suggestions for the Future

CAMS - The statements below illustrate and highlight the longer, more detailed suggestions provided in each of the sections above.

1. Research proposal generation and preparation:
   a. CAMS Executive Council should take steps to establish a sound and reliable division chairman system, and a system
ensuring adequate CAMS representation and responsibility for research proposal submission and advisory assistance in each country. This may require payment for such services, and the use of expatriate advisors on an ad hoc basis. The tenure of chairmen and representatives should be made more explicit to ensure that (a) no one continues to assume responsibility they cannot meet, and (b) new persons continue to be brought into the CAMS network. These suggestions inevitably require a significant effort be made to identify active, energetic research entrepreneurs who will devote time and effort to CAMS in establishing a more solid foundation as an Asian research organization. If only minimal interest and energy are forthcoming from Asian researchers, this would clearly suggest that CAMS is simply not prepared to continue to organize and manage its own employment research activities in the region.

b. It has been suggested that the role and responsibilities of the Executive Director might be redefined given the well established and efficient Central Secretariat. The first Executive Director's energies were devoted substantially to organizing the Central Secretariat. The next person to assume this position might be more productively engaged if he or she had research competence and interest in the employment field. It has been suggested that the next Executive Director might assume more of a substantive research-entrepreneurial, and representative role for CAMS. Given the well established Central Secretariat, organizational and administrative demands are expected to be minimal, thereby
providing the opportunity for a substantial substantive
involvement of the next Executive Director. The donors
recommend CAMS give this serious consideration.

c. CAMS may want to consider providing small-scale individual
research awards to newer scholars expressing interest in
employment research. This would be used as an experimental
mechanism to determine if such researchers might be encouraged
later to submit more formal proposals for customary CAMS
funding.

2. Future Research, Focus, and Output:

a. While initially five specific areas were chosen as the focus for
CAMS operations, it is suggested that CAMS examine the extent of
interest, professional competence of researchers, and the state
of the arts in research in each of the areas and decide upon a
narrowing of the focus to the most useful topics. The possibility
of eliminating some of the areas in which there seems to be little
activity and interest should be considered. Any effort to include
new areas of research at the present level of indigenous interest
in CAMS might be postponed until the initially chosen areas are
well researched.

b. CAMS should continue to maintain the practice of holding confer-
ences on completed research which include efforts to identify
research areas in need of further exploration.

c. CAMS should use its workshops to develop comparative research
studies in the region on topics identified at the conferences,
and CAMS Executive Council and division meetings.
d. More direction and focus might be given at the division level to enable a more careful screening of projects with policy relevance.

e. A regular system of review (within CAMS divisions) of completed projects should be established to identify promising and discouraging areas of future research. Careful note should be taken of the specific research suggestions in the Research Output section of this evaluation. CAMS should endeavor to clarify further, the process by which future research themes and directions are to be identified and chosen.

3. Research Networking:

a. It may be useful to revise and update the CAMS mailing list. Some of the more widely used Asian libraries might be added to the list. Those on the revised list might be sent a complete list of CAMS publications (including discussion papers) inviting them to order those they wish to see.

b. CAMS should try to extend its reach to more of the less well known universities and institutions, particularly in the provinces.

c. Wider participation by younger researchers in CAMS seminars and conferences should be encouraged.

d. CAMS should consider including more policy makers in its workshops to develop comparative research projects, and in its conferences to discuss the results of such projects.

e. Some interest was expressed in employment research by social scientists (other than economists) dealing with behavioral, cultural and sociological questions which might help to explain some of the unemployment problems facing Asian nations. The CAMS
Executive Council might want to consider opening up
the research program to these other disciplines.

f. CAMS might make available technical assistance to encourage
and assist researchers to prepare finished research reports
for publication in local and international journals. CAMS
can make budgetary provisions for this.

g. Some persons felt it would be useful to hold fewer CAMS meetings
in the Philippines and more in other countries, which would help
generate more interest in CAMS in those other countries.

4. Research Training:

a. CAMS, with donor assistance, should continue to identify and
involve experienced scholars in each country with the ability
and interest to provide direction to the work of the less ex-
perienced researchers.

b. Suggestions in Indonesia and Thailand were made for CAMS to
establish some research fellowships for postgraduates to carry
on research at the School of Economics at the University of the
Philippines to give them research training with some of the
more experienced researchers in the region. The Executive Council
may wish to give this consideration.

c. CAMS could usefully encourage research interests among the fresh
graduate professionals settling in their new jobs in various
institutions.

Funding

This review recommends that the present donors (Asia Foundation, US/AID, IDRC, Ford
and Rockefeller Foundations) continue to provide funding over the next few years at a
declining rate. The World Bank will be unable to provide continued general funding, and would only consider funding projects of very direct interest to the Bank's own research interests. Some donors expect fewer funds available for CMS funding and believe it is in CMS interest to develop funding sources within the region. Therefore, it is recommended that CMS approach other Asian governments to begin to fund (or increase its funding of) CMS activities. Approaches to local offices of multinational corporations might also be made, as well as continued contact with those persons approached in Western European governments.

The recommendation for continued funding over the next few years is based upon the recognized need for additional research in the employment field as outlined in the section on research output, as well as the need for continued support to the Council for Asian Manpower Studies to enable it to achieve the organizational and training purposes for which it was established. It is also based upon the recognition of the continued need to educate persons interested in employment questions, and to disseminate further through research and training programs the techniques of carrying on responsible research into such questions. Over the next several years, it would also enable the Council for Asian Manpower Studies to expand its local and regional financial support to enable it continue as a viable research and training organization with a more stable and comprehensive system of division in country leadership with primarily local and regional financial support. It is anticipated that the Council for Asian Manpower Studies would remain as a very useful organization in Southeast Asia.

The donors intention of continual funding over the next few years is based upon the recognized need for additional research in the employment field as outlined in the section on research output. It is also based upon the recognition for the continued need to educate and train persons interested in employment questions and the techniques of carrying on responsible research into such questions. It is also a useful mechanism for both endeavors assuming a more stable and comprehensive system of division and country leadership is established.
APPENDIX

Members of
The Council for Asian Manpower Studies

Dr. Jose Encarnacion, Jr.*
P.O. Box 60
University of the Philippines
Diliman
Quezon City 3004
The Philippines

Knosuke Odaka
Associate Professor
Hitotsubashi University
Tokyo, Japan

Harry T. Oshima
Rockefeller Foundation
P.O. Box 43
University of the Philippines
Diliman, Quezon City
The Philippines

Narongchai Akrasanee*
Faculty of Economics
Thammasat University
Bangkok, Thailand

K. Pathmanaban*
Member of Parliament
Kuala Lumpur, Malaysia

Romeo M. Bautista
School of Economics
University of the Philippines
Quezon City 3004
The Philippines

Lajman b. H. Sirat
University of Malaya
Lembah Pantai
Kuala Lumpur, 22-II
Malaysia

Sayuti Hasibuan
BAPPENAS
Jakarta, Indonesia

Suharso*
LEKNAS LIPI
Jakarta, Indonesia

Philip M. Hauser
Population Research Center
University of Chicago
1413 East 60th Street
Chicago, Illinois 60637

Vinyu Vichit-Vadakan
U.N. Asian Development Institute
Bangkok, Thailand

Shigeru Ishikawa*
Institute of Economic Research
Hitotsubashi University
Tokyo, Japan

*Executive Council Member

Note: The executive officer serving as secretary treasurer to the Council is Niceto Poblador, who is not a member of the Council.