

PEP-Community-Based Monitoring System (CBMS) Network Research Grants Manual

Introduction

The Community-Based Monitoring System (CBMS) network generally aims to provide a good information-base for policy-making, and project-impact monitoring through the development and institutionalization of a CBMS. The development of the system entails the design of core indicators of well-being needed to be monitored overtime, design of the methodology and tools for data collection, processing, validation, and strategy for dissemination of research results for its eventual institutionalization.

In the early 1990s, CBMS work has been initially developed under IDRC-national Projects in Philippines, Nepal, and Vietnam. In the recent years, work was likewise initiated in Bangladesh, Burkina Faso and Senegal. Related initiatives were also undertaken in India and Sri Lanka. Under the PEP-CBMS Network Program, research grants were awarded for the development of CBMS in Benin, Cambodia, Lao PDR, Ghana, Pakistan and for the expansion of CBMS work in Bangladesh.

1.0. Call for Project Proposals

Supported by the International Development Research Centre (IDRC)-Canada, the Angelo King Institute for Economic and Business Studies of De La Salle University Manila through the CBMS Network provides research grants for the development and institutionalization of a community-based monitoring system to institutions in developing countries. Considering the nature of the research project, the grants are given to institutions, and not to individuals. Each grant amounting to US\$ 50,000 is intended to cover the design and the pilot of the CBMS in the proponent's country.

Aside from the financial support, grantees are provided with opportunities to participate in the annual CBMS and PEP network training workshops and conferences and are also given access to the CBMS network database as well as technical support from the network's pool of technical advisors.

The call for proposals is done electronically through direct e-mail correspondence to target institutions and announcements in the CBMS and PEP network web-sites. Potential grantees are also invited to present a concept paper on the development of a CBMS in their respective country in a pre-scheduled interim meeting/training workshop of the CBMS network. It is in the said activity where potential grantees are able to learn from on-going CBMS initiatives, and interact with existing network members and its pool of resource persons, and obtain the necessary basic tools for the development of a more detailed proposal on CBMS.

Researchers from institutions who have formally expressed interest in CBMS work are then requested by the CBMS Network Coordinating Team to submit a draft proposal following the format in **Appendix A**.

2.0 Review of Proposals

Proponents submit a research proposal to the CBMS Network Coordinating Team for initial screening. If the proposal lacks some important basic elements based on the set criteria, the proposal is sent back to the proponents for revision. Upon submission of revised proposal to the CBMS Network Coordinating Team, said document is circulated to the members of the CBMS Steering committee for further review. Comments of the members of the steering committee on the proposals are then consolidated by the CBMS Network Coordinating Team, and in turn sent to the proponents for consideration in finalizing their proposal. Upon receipt of the final proposal, the CBMS Network Coordinating Team sends the aforementioned document to the members of the CBMS Steering Committee for final recommendations for approval.

2.1. Review and Coordinating Bodies

2.1.a. The CBMS Network Coordinating Team

The CBMS Network Coordinating Team shall be responsible for the following tasks in line with the provision of grants:

- (1) Dissemination of information to potential researchers about the grant and corresponding requirements for application
- (2) Consolidation of project proposals
- (3) Initial screening of proposals
- (4) Circulation of proposals to steering committee
- (5) Consolidation of comments and recommendations of steering committee
- (6) Notification of successful and unsuccessful applicants
- (7) Preparation of grant contracts
- (8) Monitoring of projects
- (9) Dissemination of research results
- (10) Archiving of records

2.1.b. The CBMS Steering Committee

This is a recommendatory body comprised of technical experts who provide the general direction in the research and advocacy work of the CBMS network. The committee shall be responsible for the detailed review of the proposal based on the given set of criteria.

For the first phase of the PEP-CBMS Project, the CBMS steering committee is comprised of the CBMS Network Leader (Dr. Celia M. Reyes), the

Executive Director of the Angelo King Institute for Economic and Business Studies-De La Salle University, Manila (Dr. Ponciano S. Intal, Jr.), Monsieur Momar Balle-Sylla, Project Leader of CBMS-Senegal, **Dr. Evan Due and Ms. Martha Melesse of the International Development Research Centre (IDRC)**, and Dr. Louis Marie-Asselin of CECI-Canada.

Depending on the need, other experts may be called upon to provide comments on the proposal.

2.2. Basis for Evaluation

2.2.a. Pre-screening of Proposal

Proposals from all applicants are initially screened by the CBMS Network Coordinating Team based on the prescribed format in **Appendix A**. Proposals with complete required details are then circulated to the steering committee electronically for evaluation of its technical content, feasibility and cost effectiveness.

The proposal should include details on the following:

1. Relevance of the system
 - **Rationale/context for the implementation of the project**
 - **Institutional framework in the country where the proposed system will be implemented**
 - **Difference of the proposed project with on-going or related initiatives**
2. Proposed methodology
 - List of Indicators to be Monitored
 - Data Collection
 - Data Processing
 - Data Validation
3. Dissemination Strategy
 - Target users of research results
 - Modes and frequency of dissemination of research results
 - Publication
 - Web-site
 - Workshops/Conferences
4. Institutional Arrangements
 - Background information on administering institution
 - Composition of the Project Team
 - Project Leader
 - Researchers
 - Consultants
 - Research and Policy Advisory Council

5. Timetable of Activities
6. Budget

2.2.b. Criteria for Approval

Proposals submitted to the CBMS Network may be classified under two categories: (1) development and pilot-test of a CBMS, and (2) expansion and institutionalization of a CBMS.

Proposals on the development and pilot test of a CBMS are evaluated by the CBMS Steering Committee based on the following principal criteria:

b.1. Relevance of the System

The proposal must be able to provide relevant details on the significance of the development of the system in the context of local and national development processes in the proponent's country. Relevant development processes to CBMS initiatives may include decentralization, budgeting, governance, poverty alleviation, program design, targeting and impact monitoring, community empowerment among others. In line with this, the proposal should at least contain information that would sufficiently address the following concerns:

1. Why is there a need for the development of such a system in the country?
2. What is the basis for the development of the system? Is the system being developed due to local demand (as may be required by the decentralization process) or as a complimentary tool to existing national program initiatives i.e. poverty reduction?
3. What are the specific gaps in particular areas of the development process that the proposed system is trying to address?
4. How will the proposed system close the gaps identified? What are the specific steps that will be implemented to address these gaps and concerns?
5. What distinguishes the proposed system from existing monitoring systems in the country and other related international development initiatives?
6. What is the institutional framework in the country where the proposed CBMS will operate? What are the potentials in terms of institutionalizing the proposed system in the country where the proposed CBMS will be implemented?

b.2. Technical Feasibility

Technical feasibility of the system would be assessed based on the following:

- **Indicators**

Foremost, the system to be developed should be able to generate a core set of data that captures the different dimensions of poverty. In addition, the system should be flexible enough to be able to generate additional sets of information that are primarily relevant to the other development concerns of the communities, and whenever possible also provide the information requirements of the different sectors at each geopolitical level in that country. These indicators should be measurable and feasible to collect given existing institutional conditions/structures in the communities where the system will be implemented. Additional indicators relevant to other sectors of the locality may be added depending on the feasibility of gathering, validating and processing the said information given the capacities of the targeted users of the system.

- **Data Collection and Processing**

The design of the methodology for data collection and processing should consider the technical capabilities of key players in the eventual institutionalization of the system. It is important to bear in mind that the system to be developed will not only be for researchers use but will eventually be transferred to focal persons in various geopolitical units in the country. In addition, the methodology to be adopted should be able to build on the strengths of existing systems in the locality and likewise, address whatever weaknesses the said systems may have had.

In this regard, the proposal should at least be able to provide the following details:

1. How will data be collected? What are the instruments that will be used to collect the information? How frequent will the information be collected?
2. Who will collect the information? Who are the key players at each geopolitical level?
3. How will the data be processed?

4. Who will process the information? Who are the key players at each geopolitical level?
5. How will the data be validated?
6. Who will validate the data?
7. Who will update the database after the validation?

- **Flow of Information**

The proposal must contain relevant details on the dissemination strategy of the proposed system. A clear linkage between national and local government and non-government agencies/units involved in implementing and sustaining the proposed system must be established.

In this regard, the proposal should at least be able to provide the following details:

1. How will the process data be disseminated?
2. Who will have access to the processed information?
3. Who will be the repository of the processed information?

b.3. Resource Requirements

This takes into account the resource requirements for undertaking the proposed initiative. Resource requirements would include human, financial and physical resources as well as time needed for the proposed Project to achieve its desired outcomes. Direct cost of the project should at least cover necessary requirements for the design, and pilot test of the system as well as the documentation and dissemination of findings to target groups.

On the other hand, proposals on the *expansion and institutionalization* of a CBMS are assessed based on the following:

1. Results of the development and pilot-test of the proposed system

The proposal for an expansion of the implementation of the system in other sites in the country of the proponent should be strongly supported by the outcome of the pilot-test of the proposed system. Results of the pilot-test of the system for instance should clearly indicate the technical feasibility of collecting, processing and utilizing the needed information for targeted use given the CBMS methodology developed.

2. Support Mechanisms for institutionalization

A proposal for the institutionalization of a CBMS should be backed up by a strong demand for CBMS use, and established partnerships and linkages among CBMS stakeholders at the national and local levels in support of the intended implementation of CBMS. In this regard, the following specific concerns would be evaluated:

- Demand from Existing/Potential Partners

This would be measured in terms of the level of commitment in terms of human and financial resources that existing or potential national/local government and/or non-government units have provided (or are willing to provide) for the adoption/institutionalization of the system. This would also include the foreseen specific usefulness/application and benefit of CBMS among stakeholders i.e. for budgeting, poverty diagnosis, program design, targeting and impact monitoring among others.

- Dissemination/Advocacy Strategy

This refers to the detailed plan of action of project proponents to meet the given level of demand for CBMS use among existing/potential partners in the country.

3.0. Notification of Status of Proposals

The proponents are notified of the status of their proposals through e-mail. A standard copy of this notification is shown in **Appendix B**.

4.0. Contract Arrangements

A sample of the standard contract agreement for the CBMS research grants is shown in **Appendix C**.

5.0. Monitoring of Project Outputs

The CBMS Network Coordinating Team shall use the following mechanisms to facilitate monitoring of research outputs of the Projects:

5.1. Progress Reports

Recipients of grants shall be required to submit a progress report on the accomplishments of the project being implemented vis a vis the planned activities

specified in the approved proposal. Frequency of said report depends on the duration of the project being implemented.

5.2. Interim Meetings and Technical Workshops

Recipients of grants shall also be invited to participate and present project outputs during interim meetings and technical workshops of the network.

5.3. Field Visits to Project Site

As per agreement in the grant contract letter, the Recipient shall allow any representative of the CBMS Network Coordinating Team to visit the Project site in the duration of the project period.

6.0. Dissemination and Advocacy

At the onset of a project, grant recipients are encouraged to include a dissemination strategy/plan that would facilitate the eventual institutionalization of the CBMS to be developed. On the other hand, the dissemination and advocacy activities will be jointly undertaken both by the recipient and the grantee. Research outputs of recipients will be disseminated by the CBMS Network Coordinating Team through the *network's publication, web-site, and presentation in local and international fora.*

7.0. Closing of Grants and Archiving of Records

7.1. Closing of Grants

The process of closing grants shall be as follows:

7.1.a. The recipient shall submit a final technical and financial report on the Project for review of the CBMS Network Coordinating Team;

7.2.b. Once the submitted reports are approved by the CBMS Network Coordinating Team, the final tranche of the grant (if necessary) together with a notification of the closing of grant shall be released to the Recipient. If there is no need to release a final payment, only a letter indicating the closing of grant is sent to the Recipient.

7.2. Archiving of Records

All hard and soft copies of project reports shall be kept on file by the CBMS Network Coordinating Team for a period of 6 years. As per agreement in the grant contract letter, recipient are also required to keep copies of corresponding Project reports for the same duration.

APPENDIX A

CBMS Network Project Proposal Format

Title of the Project

Duration of the Project Phase (month/day/year-month/day/year)

I. Project Overview

1. Title of the Project
2. Project Proponent
3. Abstract

II. Administrative Information

Project Leader/Director :
Mailing Address :
E-mail :
Telephone :
Facsimile :

III. Background

IV. Objectives

V. Research Activities

VI. Institutions and Personnel

VII. Timetable of Activities (Sample)

Timetable of Activities												
MIMAP-CBMS Project												
	Year 2003-2004											
Activities	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
I. Development of a CBMS												
a. Review of Existing Monitoring Systems	■	■										
b. Design of the Proposed System		■	■	■								
c. Presentation of Draft Design				■								
d. Report Writing					■							
e. Dissemination of Results						■						
II. Pilot-Test of the System												
a. Development of data collection and processing tools							■	■				
b. Networking with key persons in pilot site/s							■	■	■	■		
c. Conduct of training of enumerators and data processors									■			
d. Conduct of survey									■			
e. Consolidation and processing of data									■	■		
f. Analysis and validation of survey Results										■	■	
g. Report writing											■	■
h. Dissemination of results												■

VIII. Budget

Community-Based Monitoring System (CBMS) Network Project

Budget Format

Project Activity: Design and Pilot Test of CBMS

Items

1.0 Personnel

1.1 Professional Fees/Salaries

Project Director US\$ ____ x ____ man-months

Principal Researcher US\$ ____ x ____ man-months

APPENDIX B

Notification Letter

CONDITIONAL APPROVAL

March 20, 2003

Mr. Sophal Chan
Cambodian Development Research Institute
Phnom Penh, Cambodia

Dear Mr. Chan,

We are pleased to inform you that the CBMS management committee has given your CBMS project proposal a conditional approval status as of date. Formal approval shall be granted shortly after your submission of a revised proposal based on the comments gathered during the recently concluded CBMS Network Meeting in Hanoi, and also on the comments of the committee members who have reviewed your proposal.

In lieu of this matter, we are sending herewith a summary of technical comments on the initial draft of your institution's project proposal on the development of a CBMS

in Cambodia which you have presented to the network last January 2003 in Hanoi. The said comments are intended to guide you in revising the said proposal.

We are looking forward to receiving your revised proposal soon.

Sincerely,

Dr. Celia M. Reyes
CBMS International Network Leader
and MIMAP-CBMS Philippines Project Director

APPENDIX B

Notification Letter

APPROVAL

July ____, 2003

Mr. Sophal Chan
Cambodian Development Research Institute
Phnom Penh, Cambodia

Dear Mr. Chan,

We are pleased to inform you that the CBMS management committee has approved your revised CBMS project proposal submitted last June 30, 2003. In this regard, we shall be sending you a copy of the formal grant contract letter, for your reference shortly.

Meanwhile to facilitate the transfer of the research grant, we would appreciate if you would provide us with the following bank information of your institution:

1. Account Name
2. Account Number

3. Account Currency
4. Complete Bank Address
5. Swift Code
6. Intermediary Bank

We are looking forward to hearing from you soon.

Sincerely,

Dr. Celia M. Reyes
CBMS International Network Leader
and MIMAP-CBMS Philippines Project Director

APPENDIX C

CBMS Network Standard Grant Contract Letter

July 25, 2003

Ms Eva Mysliwicz
Director
Cambodia Development Resource Institute

Dear Ms Mysliwicz,

Re : Development of CBMS in Cambodia

Following the discussions between your organization and the Community Based Monitoring System (CBMS) Network Coordinating Team of the Angelo King Institute for Economic and Business Studies (AKIEBS), it is my pleasure to inform you that the De La Salle University has approved a grant of up to **US\$ 48,125.00** to the Cambodia

Development Resource Institute (CDRI). This grant is subject to the conditions stated below.

1. Purpose of the Grant

This grant will provide funding assistance to enable the Cambodia Development Resource Institute to conduct the research project, *Establishing a Commune Based Poverty Monitoring System in Cambodia*. The said project generally aims to provide practical scientifically generated data to commune councils for their effective planning, monitoring and evaluation of development projects in Cambodia. Furthermore, it aims to build capacity of selected commune councils in terms of survey methods, data processing, analysis and use, and promote commune and provincial/national level planning processes in utilizing CBMS data.

In particular, the project shall:

- a. design a core set of indicators customized for policymaking and program implementation in Cambodia, and present the said design in a workshop to solicit inputs in finalizing the design;
- b. develop a customized methodology for data collection, processing and utilization of survey results;
- c. pilot-test the various components of the system developed in selected site/s in Cambodia;
- d. document the details of the results of the pilot test; and
- e. present the results of the pilot-test in a workshop to various stakeholders.

The project shall commence on **August 1, 2003** and end on **September 30, 2004**. Further information on the said project is detailed in the attached approved project proposal that was submitted by your Institute.

2. Project Leader

The Project will be led by **Mr. Chan Sophal**, an employee or otherwise authorized representative of CDRI. It is a condition of this grant that the Project Leader must demonstrate the required scientific and administrative skills to pursue the objectives of this grant successfully.

The Director of CDRI or an otherwise authorized representative will serve as the official signatory for all technical and financial transactions of the Project. CDRI shall consult with the CBMS Network Coordinating Team before making any change in leadership.

3. Budget

The grant is intended to cover expenditures in the project proposal detailed in **Appendix A**.

4. Payments

All grant payments to CDRI, except the final payment, shall be considered advances, until the Project Milestones, as set forth in **Appendix B**, are satisfactorily achieved and a financial report of actual expenses incurred against the payment by DLSU.

On receipt of the countersigned copy of this contract, the DLSU will make a first payment of **US \$ 10,000.00**. Second tranche of the grant amounting to **US\$ 25,000.00** shall be released upon submission of a report on the final CBMS design that is ready for pilot test. Third tranche of the grant amounting to **US\$ 10,000.00** shall be released upon submission and presentation of the results of the pilot-test of CBMS.

The remainder of this grant will be paid upon submission of the hard and soft copies of the final technical and financial report signed by the Project Leader and the Institute's Finance Manager, provided that the financial report shows that the sums requested over and above the first payment are, in the opinion of the DLSU through the CBMS Network Coordinating Team, justified. The actual amount of the final payment will take into account the total actual expenditures of the Project.

Kindly note that payments are contingent on receiving funds from the International Development Research Centre (IDRC)-Canada.

5. Interest Earnings

Any interest earned while grant funds are in deposit at the Recipient's bank whether in a separate Project account or in a general account, shall be fully credited by the recipient to the Project and reported as earnings in the Project financial report.

6. Final Report

By September 30, 2004, the Cambodia Development Resource Institute will submit to the CBMS Network Coordinating Team:

- a. A hard and soft (diskette) copy of the final technical report on all activities undertaken under this grant;
- b. A financial report (including the names of the participants whose travel was supported under this grant) detailing the sums expended by Cambodia the Development Resource Institute in respect of this grant. The report will give the figures in local currency and be certified as correct by the financial administrator of Cambodia Development Resource Institute. Financial reports shall be submitted in a format similar to Project Budget (**Appendix A**); and
- c. If appropriate, the unused balance of this grant.

Meanwhile, the recipient institution shall likewise keep a file copy of the final technical, financial report and original receipts of grant disbursements for a period of 6 years after completion of the project for any legal/auditing. In view of this, CDRI agrees, if the DLSU so requests, to give reasonable access to all books of account relating to the Project to permit DLSU to verify all pertinent financial records.

7. Dissemination of Results

It is understood that in publications or productions of any material, including writings, films and tapes, which result from this grant, Cambodia Development Resource Institute will recognize the financial support of the International Development Research Centre (IDRC)-Canada through the CBMS Network Project, being implemented by AKIEBS-DLSU, by including in such works the following acknowledgement:

“This work was carried out with the aid of a grant from the International Development Research Centre (IDRC)-Canada through the CBMS Network Project being implemented by Angelo King Institute for Economic and Business Studies-De La Salle University, Manila ”

CDRI shall also send five copies of any written materials and one copy of any audiovisual materials to the CBMS Network Coordinating Team in Manila, and DLSU through the CBMS Network Coordinating Team shall have the right to use and distribute the same. In addition, where possible, the written materials will be submitted to the CBMS Network Coordinating Team in MS Word or Excel format in diskette or compact disk.

If DLSU-AKIEBS or the MIMAP-CBMS Network Coordinating Team determines that the results of the Project or any other information prepared or produced as a result of this grant would be of benefit to others, it may after appropriate consultations with CDRI, publish and distribute, or authorize a third party to publish and distribute, the Project results or information, including but not limited to writings, films, and tapes.

8. Computer Software

In the case of any copyright or other similar form of protective right that arises with respect to a computer program, its documentation or other related material developed consequent to the Project, it is agreed that:

- 8.1. CDRI will promptly supply DLSU through the MIMAP-CBMS Network Coordinating Team with full information as to content and authorship of such program;
- 8.2. CDRI and DLSU-AKIEBS will jointly own, in all countries of the world, the full right, title and interest in such copyright or other similar forms of protective rights;
- 8.3. CDRI and DLSU-AKIEBS will have, in all countries of the world, a

royalty-free irrevocable license, with the right to grant sub-licenses to third parties, to reproduce, copy, modify or use any such computer program; and

- 8.4. CDRI shall ensure by appropriate contracts, that its employees or contractors will cooperate in meeting the Recipient's obligations under these provisions.

9. Data Sets

CDRI shall likewise authorize DLSU-AKIEBS through the MIMAP-CBMS Network Coordinating Team to have access to all data sets and electronic database and processing systems developed under this grant. In view of the latter, CDRI shall promptly supply the MIMAP-CBMS Network Coordinating Team with information on the said data sets and electronic processing systems

10. Visit to Project

DLSU, through the MIMAP-CBMS Network Coordinating Team, shall be granted by the recipient Institution with the permission to visit the CBMS project site at any time in the duration of the project period.

11. Research Ethics

CDRI agrees to comply with the following principles which aim at protecting the dignity and privacy of every individual who, in the course of research work carried out under this Project, will be requested to provide personal or commercially valuable information about him/herself or others (hereinafter referred to as a *subject of research*):

- a. Before an individual becomes a subject of research, he/she shall be notified of:
 - a.1. the aims, methods, anticipated benefits and potential hazards of the research;
 - a.2. his/her right to abstain from participation in the research and his/her right to terminate at any time his/her participation;
 - a.3. the confidential nature of his/her replies.
- b. No individual shall become a subject of research unless he/she is given the notice referred to in the preceding paragraph and provides a freely given consent that he/she agrees to participate. No pressure or inducement of any kind shall be applied to encourage an individual to become a subject of research.
- c. The identity of individuals from whom information is obtained in the course of this Project shall be kept strictly confidential. At the conclusion of the Project, any information that reveals the identity of individuals who are

subjects of research shall be destroyed unless the individual concerned has consented in writing to its inclusion beforehand. No information revealing the identity of individual shall be included in the final report or in any other communication prepared in the course of this Project, unless the individual concerned has consented in writing to its inclusion beforehand.

- d. When children are involved in the Project, special care should be taken to ensure that their participation is in accordance with high ethical standards. Accordingly, in addition to the requirements of 8.a and 8.c being complied with, children shall not be allowed to participate unless:

d.1. their parents or guardians have been counseled with respect to the children's participation in accordance with the requirements of paragraphs 8.a and 8.c; and

d.2. their parents or guardians have given their free, explicit and informed consent to the participation of the children in the Project.

Parents of guardians shall have the right to withdraw their children from the Project at any time.

12. Compliance with National Laws

In carrying out the Project, CDRI shall be responsible for complying with all applicable laws and regulations of the countries in which the research work will be carried out and to which Project personnel may have to travel as part of the Project.

13. Non-Compliance

In the event that CDRI fails to comply with any of the terms and conditions outlined in this Grant letter, DLSU may refuse to release any new payments and request the recipient to return any unspent funds and advances.

14. Institute Representatives

Please note that for purpose of this contract, DLSU will be represented by **Dr. Celia M. Reyes**, CBMS Network Leader. You may contact this person by telephone at (632) 5262067 (Manila), by e-mail at reyesc@csb.dlsu.edu.ph or at mimap@csb.dlsu.edu.ph, and by mail at the following address:

Room I-1016 10th Floor
Angelo King Institute for Economic and Business Studies
Angelo King International Center
Estrada Corner Arellano Sts., Malate, Manila, Philippines 1004

If you accept the above terms and conditions, please so indicate to me by fax at (632)5262067 or (632) 5245347.

Two original copies of this letter are being mailed to you. To complete our records, please sign one copy and return it to my attention.

All subsequent communications with DLSU, including reports required, should be addressed to **Dr. Celia M. Reyes**. Please also send a copy of the duly signed financial statement (as per item b of the Reports clause) to **Ms. Nora Sumagui**, Assistant Controller-Finance of the Accounting Office, at the address shown the footer of this letter.

Sincerely,

Dr. Carmelita Quebengco
Interim President
De La Salle University

Agreed in the name of Cambodia Development Resource Institute

Director

Date