

UNITED STATES GOVERNMENT

Memorandum

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PD-AAC-486
181

TO : PPC/DPRE, Mr. John Shannon

DATE: October 7, 1975

FROM : AFR/DP, Mabel L. Warnecke *MLW*

SUBJECT: Draft Minutes of ECFR Meeting

Attached are draft minutes of the meeting of the AFR Executive Committee for Project Review which considered the following project.

Country: Ethiopia

Document: OPG proposal by World Education

Project: Ethiopian Integrated Family Life Education (EWWA)

Date of Meeting: September 30, 1975

We would appreciate your clearance/comments soonest. If none have been received within three working days of the date of this memorandum, we will assume that you have no corrections/additions and will proceed with issuance of the minutes.

Attached for your reference are the rough notes from which the minutes were drafted.

Attachments: a/s



Draft minutes
AFR/DP: MWarnecke
10/7/75

AFR Executive Committee for Project Review
September 30, 1975, at 2:00 p.m.
Room 6944, New State

Revised 10/24/75

Subject: OPG with World Education for "Ethiopian Integrated Family Life Education Project"

Participants

AFR/DP: RHuesmann	AFR/DS: RShoemaker
AFR/DP: CCook	GC/AFR: EDragon
AFR/DP: MWarnecke	PPC/DPRE: JShannon
AFR/ESA: WWhitten	TA/EHR: BWilder
AFR/ESA: FMachmer	AF/EP: ESegall
AFR/DS: HGruppe	

Decisions

1. The ECPR concurred in the Mission's recommendation that a two-year operational program grant (OPG) of \$126,551 be made to World Education (WE) to further an ongoing project in Ethiopia entitled "Integrated Family Life Education" and implemented by the Ethiopian Women's Welfare Association (EWWA).
2. This is to be a one-time grant by AID, and EWWA is expected to be self-sufficient at the end of the two-year grant period.
3. Prior to signing of the OPG, WE should provide AID with a statement specifying the nature and/or amount of its intended contribution to the project.
4. Within the first three months of the grant period, WE should submit to AID (for its consideration and comment) a design for a comprehensive evaluation system and schedule for the project.
5. Within the first six months of the grant period, WE should submit to AID (for its consideration and comment) a financial phase-out plan for EWWA, designed to avert an abrupt termination of assistance.
6. AID/W (AFR/ESA and AFR/DS) will be available, to the extent possible given office workloads, to assist WE in the development of a revised logical framework to serve as a basis for the comprehensive evaluation system to be established.
7. WE will be encouraged to assist EWWA to address the subject of cost factors over the grant period, separating development costs from recurring costs in order to facilitate the projection of per-trainee cost on a continuing basis.

Discussion

This meeting was called to consider an operational program grant (OPG) to World Education for a two-year project (estimated cost to AID of \$126,550) titled "Integrated Family Life Education" and conducted by the Ethiopian Women's Welfare Association. In addition to the points reflected in decisions reported above, discussion covered the following:

- WE began as "Literacy Helps" in Lucknow, India; has had some help from AID; also a private endowment from Fisher.
- Main office of WE is in New York, with regional office soon to be established in Africa, possibly Nairobi; programs currently under way in Turkey, Bangladesh, and Ethiopia.
- Population element of projects is so slight that PHA/POP is seeking to shift funding to Bureaus; suggestion made that PHA/POP perhaps should fund whatever portion is clearly population/family planning.
- Current project proposed in April; considered by AID informally and returned for revision; although document still not perfect, Mission recommends approval as is.
- Proposal based on two-year pilot activity partially funded by a development program grant (DPG) to WE under PHA/POP.
- Question raised re possible double funding, since proposed budget for this project includes overhead; evaluation could appropriately be funded through the DPG.
- Time factor -- WE's ongoing contract with AID was to expire in approximately two weeks, and WE hoped for continuous coverage; however, with manner of Congressional notification still to be presented to Mr. Murphy, such overlap appeared highly unlikely.
- ECPR recognized need for Agency or Bureau guidelines re mandatory FVO contribution to OPG projects.
- ECPR questioned number of international trips programmed for consultants within brief period; however, were assured that WE's style is to provide prompt assistance when needed but not linger unnecessarily.
- Committee also questioned budget for overhead and administrative assistance.
- Document was mostly written by Ethiopian field director.
- Earlier evaluation by WE was in-house and concentrated on program itself, not cost; was not reproduced/distributed for meeting because of length (50-75 pp)
- Many teaching materials developed in pilot project are already being used in Zemetcha program.

- Committee queried re stage of development in agriculture, nutrition, civics, health, family guidance, literacy (areas of training).
- EWWA has no direct plan to expand beyond its present sites; anticipates takeover and expansion by Government of Ethiopia.
- Method of operating through indigenous organization is frequently high risk; however, ECPR/^{was}assured that past two years with EWWA have been highly successful; impressive outputs in terms of quality; materials developed by local people to use as tools in other educational programs; low dropout rates; one-fourth of attendees are men.
- EWWA has had strong financial support -- rent from an apartment building it owns; teacher costs borne by Ministry of Education; top-level supervisory personnel paid by GOE.
- Regional rep to devote one man-month of service to this project; will also be negotiating with IBRD and Saudi Arabia and developing other programs.

Meeting adjourned at 3:05 p.m.

Clearance

AFR/DP:RHuesmann _____
AFR/ESA:FMachmer _____
AFR/DS:RShoemaker _____
TA/EHR:EWilder _____
PPC/DPRE:JShannon _____

Ref:STATE 251450 of 10/22/75

Rough notes
AFR/DP: MWarnecke
10/4/75

ECPR - OPG with WORLD EDUCATION for "Ethiopian Integrated Family Life
Education Project"

Tuesday, September 30, 1975, 2:00 p.m., Room 6944

Participating

AFR/DP: RHuesmann
AFR/DP: CCook
AFR/DP: MWarnecke
AFR/ESA: WWhitten
AFR/ESA: FMachmer
AFR/DS: HGruppe
AFR/DS: RShoemaker
GC/AFR: EDragon
PPC/DPRE: JShannon
TA/EHR: BWilder
AF/EPS: ESegall

Huesmann: Is this an initial proposal to be approved in principle or is this the final document?

Whitten: We had informal meetings in April and May. Called a project committee together formally in June. This was their original proposal and included a document that is referenced there. I have it here. The committee unanimously agreed it had to have some work, even though we don't like to send them back to PVO's. The Mission agreed. We sent it back. It needed answers to some issues. This project committee report went to the Mission and was communicated to World Education. You know that there is a pilot activity under a PHA/DPG that has been going on for two years with World Education. It is part of a worldwide contract they have with PHA -- in Ethiopia, Indonesia, etc. This current proposal grew out of that project and is a carry-on activity of some work activities. We reviewed all aspects of this, talking not only to the World Education people but to the Ethiopian head of this family life program out in Ethiopia. She came through and we had access to her. Then the Mission worked with the Ethiopians and World Education people and the proposal was revised and you have the revision.

While it was being revised, Bernie Wilder was out in Ethiopia and had some inputs. He knows more about the on-site activities than any of us. As it now stands, directly in answer to your question, the committee is saying and the Mission is saying 'we think the project ought to be approved as submitted.' It is not a perfect document, but in line with our rule not to force private organizations into the format of our PPs, we think it should go even though there will be some additional information that will have to be supplied.

Huesmann: You are saying 'as is' but I gather

Whitten: I could go over each issue if you like.

Huesmann: Okay, but before that could you explain to me the relationship between World Education and the Ethiopian Women's Welfare Association (EWWA)? How much of it is ongoing activity, etc.

Whitten: The main office is in New York. They are also putting one in Africa. World Education has had a grant from Population to help countries develop programs in population education. These quite often have only a minor part that is population. Turkey, Bangladesh, Ethiopia. In this way we get an ongoing organization and don't have to set up a new one. That project is two years old. They are working through rural women mostly — one-fourth of the group is men. It is family life education with a literacy input. This project has two main facets. It follows up on the first two years of the pilot project. One of the criticisms of functional literacy programs in the past is that there is no follow-up. It will develop second level materials and techniques to work with those women who have gone through the first. Take earlier materials and test them again in four other sites. It has been funded out of Pop money heretofore.

Huesmann: So they are squirming from under their Pop programs over to the Africa budget I would say, yes.

Whitten: They did say that the Pop element is so slight that it should have gone to Africa.

Huesmann: Shouldn't the 10-15 percent that is Pop be funded by Pop?

Shoemaker: There is growing evidence that you can't have Family Planning without these other things. Maybe it should be 25 percent funded by Pop.

Whitten: I don't know how it got to Africa.

Wilder: It is PVO money anyway, not Africa money.

Huesmann: OPGs are Africa. I know it is a small amount, but the principle is still there. There is also the question of duplication, of double funding. I don't know whether World Education is being funded through another spigot or not, but we need to cover that very carefully. There is overhead in here.

Wilder: I am project manager for a DPG grant also. When this was slashed down and the overhead cut in this program, my reaction was 'maybe that is appropriate because you have the other grant and cover evaluation through that.'

Whitten: There is a time factor. This has been extended once and they have now got two weeks to cover the gap. We need to let them know if and what right away. I would not be in a position to comment on the funding. That is Africa Bureau.

Huesmann: That would lead to the next question. If this is a PVO

activity it looks awfully much like an AID contract to me if they can't support the thing for two weeks on their own. I don't see any FVO at all except the Ethiopian side. What is the contribution of World Education? Aren't we to complement FVO monies?

Shannon: In Africa I have raised the question earlier. Some have gone through with no contribution by the FVO at all, but using other sources.

Huesmann: Has the Agency come down on it?

Shannon: There are no guidelines. I suggested to Art that there should be some.

Gruppe: It could be like the 211-d. There is no requirement. We should have some policy on that.

Huesmann: I think so. It never occurred to me before.

Shannon: This is a tough one in the LA Bureau. They have to put in 25 percent -- some even one-third or higher, according to the organization.

Cook: The Ethiopian organization may be getting other contributions. They mention UNICEF. I can't tell.

Huesmann: There is the EWWA contribution.

Cook: We don't know what sources of funding they have.

Huesmann: I don't have problems with the Ethiopian side, it is the American side. The claim here is that we are building EWWA's capability. But at the end of two years I'll bet we will be hit for another \$126,000 for another two years.

Gruppe: The Mission's cable recommended that their capability at the end of the period should determine further assistance. The paper doesn't say that.

Whitten: Whatever aid is needed after two years would not be channeled through World Education.

Huesmann: It seems their input is very slight.

Shannon: What are their experiences?

Wilder: Technical assistance, technical backstopping, certain materials.

Gruppe: Looks pretty high. One man-month for the Regional Rep; \$3,000 for an Admin Asst; backstopping. Too much. (See page 23.)

Whitten: It was three man-months and that was cut back to one.

Gruppe: The consultant is only down for 30 days, but makes four trips to Africa. Looks like he'll stay two days, then turn around and come back.

Wilder: That's their style -- provide assistance when it is needed and not hang around.

Huesmann: It looks like two people with two trips a year.

Gruppe: Something's wrong with the Admin Asst.

Whitten: That's Admin Assistance.

Wilder: I think maybe the man-months is inappropriate, not the amount.

Whitten: They review materials, etc. in New York for use out in the field.

Gruppe: Okay, but it's not 1.2 man-months. Otherwise, you have the highest paid researchers in existence.

Wilder: The contribution of World Education will be the difference between what was here and what was cut out, and that doesn't show.

Whitten: They cut out \$5-6,000, mostly on page 23.

Huesmann: There should be some sort of PVO contribution, whether it is financial or otherwise. I guess that covers most of my questions. What's the deal on overhead? I had a memo from Ulinski, which was not at all clear regarding rules on overhead for PVOs.

Shannon: It's negotiated and they have to justify their overhead. Most of these organizations are subject to audit.

Huesmann: That's for contract. Do we do the same thing for a PVO?

Wilder: On the DPG there is a standard figure that was established with AID. Some of them take it on the whole amount of the contract. Some take it on the U.S. personnel costs.

Whitten: We cut the Regional Representative from 2.4 to 1.0 man-months.

Wilder: It is an appropriate activity under the DPG to backstop and monitor this activity. Would take it from another AID pot.

Huesmann: Is the DPG based on 12 months?

Wilder: No. The two people we back up specifically are stationed in New York. The Regional Rep is based in Africa. They have him hired and he hasn't arrived at post yet. It will probably be Nairobi.

Whitten: We reduced the figure from \$13,900 to \$8,500 -- cut out about \$5,000.

Gruppe: On page 17 it says that in Phase II a total of 15 classes will begin in each of four EWWA sites. That makes 60. The budget says 14 classes.

Whitten: My understanding was that there would be a total of 15.

Wilder: The total number of people they intend to have contact with was 1,000. If there are 15 at both levels, that comes out to 900 which is close to 1,000. I have added to the confusion by referring to Phase I and II, and they use Phase I in different terms than I did.

Gruppe: I am slightly lost in the arithmetic somewhere.

Shannon: They say that most people in Ethiopia don't know the difference between health and disease.

Shoemaker: It's a hard document to read.

Wilder: It was actually written mostly by the Ethiopian field director.

Huesmann: In that case, it's not too bad.

Wilder: I happened to be there when she was rewriting it.

Shoemaker: How do we handle an issue like the logframe? It would help to have one at the time of evaluation. Who's to do it? How do we work with them?

Gruppe: "" Where is the financial capability for that coming from?

Huesmann: Second draft obviously - this is a farce. (?)

Shoemaker: Has anybody figured out what it actually costs per trainee? I can't tell on that budget which are recurring costs.

Wilder: This is primarily a development budget. It would be very difficult to separate from this budget the costs of the 1,000 people that are going to be reached.

Shoemaker: It's important that we separate the development from recurring costs so we know how much would have to be picked up later.

Wilder: That has to be one aspect of the evaluation in the next two years.

Whitten: The earlier evaluation was an in-house one by World Education and not an external evaluation. It came out more on the substance of the program and not the cost. I stated in my memo that there has been no financial analysis. Most of the costs here relate to testing, consultants, and materials for pilot sites. There will be need for recurrent testing, cost of materials, but not the cost of developing them originally. Some

revision requirements, but those are one-time costs to a great extent.

Gruppe: Would the EWWA contribution go down?

Shoemaker: Up, but how far up? If the pilot is to be meaningful, you have to have some notion ahead of the fact what the recurring costs would be.

Whitten: The Mission says that even without World Education this program would go on in some fashion.

Wilder: But development of new materials would not continue. They would have to get more help from the Ethiopian Government.

Shoemaker: On the basis of what they have done so far, they should have some idea of what it costs per trainee.

Whitten: The project was fuzzy a little in the beginning. We wanted to know if it was going to be the role of EWWA to begin the mass expansion of this program nationwide. The director said 'we don't know yet.' They want to be in a position to either do that or let the government use this capability in some fashion. Nobody else has the capability. We want to develop it.

Shoemaker: The issues are 1) Is the ability worth while and cost effective? Will it be utilized? 2) Is EWWA the right one to do it?

Whitten: They are already using their materials a lot — bootlegging them in other districts. Using them in the Zemetcha program. The director said 'their people are using our materials.'

Wilder: The Zemetcha program is countrywide — in ADA, etc. These are the best materials developed so far in Ethiopia.

Whitten: She was banking on the fact that the government would adopt them in some form and use them throughout the nation.

Shoemaker: If you are just testing materials, that is one thing. If you are testing a system, that is different. Someone needs some notion of what the system costs.

Wilder: I agree that their toes should be held to the fire on this point.

Shoemaker: Make it a condition of the grant that they come up with a figure per trainee cost on a continuing basis.

Wilder: I could come up with a reasonable estimate in half an hour. The \$126,000 is almost all development costs. One of our basic quarrels with the original proposal was that it listed too many things as their basic purpose. We forced them to focus.

Cook: How far is this developed in agriculture, nutrition, civics, health, and family guidance? It doesn't tell you where they stand. And in the literacy.

Wilder: The original proposal had an evaluation attached here.

Whitten: It is here, but it is 50-75 pages long. I apologize for not having it reproduced for everybody but that was a lot of duplicating. It comes out very high on the plus side of everything. It does address itself to the substance and how they went about it. Some research. They say 'this is the research that we can definitely prove is most effective in these circumstances.' They did bring up the level of literacy. Otherwise, they wouldn't know where to start in the second stage.

Cook: It should give you an idea of what can be accomplished in two years.

Shoemaker: There has to be some spread effect and that probably won't be known for a number of years. Also that is an in-house review and World Education has an ax to grind.

Whitten: They hired an evaluator to do it.

Huesmann: What level of costs are we requiring the EWWA to pick up at the end of two years? If some of this is development costs, it means that not all of the \$63,000 a year is continuing at the end of two years. What are continuing costs without the expansion of the level?

Wilder: The airgram assumes that EWWA would have trained ----- to expand this program to the rest of their sites. The airgram implies that they will be economically self-sufficient at that point.

Whitten: They don't have a direct plan to expand this to anything beyond their sites and they might not even go that far. She feels confident they will get Ethiopian Government support if these materials prove effective in their sites. They are trying to prove this works and then sell it to the government.

Wilder: The government is talking about taking over all these organizations. At an August meeting we were told that the Ethiopian Government somewhere down the road should integrate the coordination of all these organizations. They have just taken over all the private schools. Now in the Ministry of Education there is an office for Out of School Education that is being staffed up with complete reorganization.

Whitten: What is your gut reaction to it? Are these reasonable, impactable services? Is this the way we ought to be spending our money?

Wilder: Particular method of proceeding - the indigenous organization - high risk way to go. It sometimes fails, sometimes succeeds. Over the

last two years this has been a bright spot. I know these people. It has gone very well. The money was well spent. The outputs are impressive in terms of quality. It was not intended to reach large numbers of people. From what I have seen in other countries, we are getting more than our money's worth out of this in developing materials and showing that they can be developed by local people to have as tools to use in other educational programs.

Shoemaker: How effective are they in changing people?

Whitten: They definitely found that attitudes and practices were changed.

Wilder: Dropout rates have been low. It is primarily directed toward women, but a fourth of the attendees have been men.

Shoemaker (or Shannon?): We talked about having them rewrite this, but since it is a good program and has been written twice -- it is their program. We considered cutting and pasting. Bernie will work out something on costs.

Whitten: Under recommendations or issues, Number 4: Does the project have adequate provisions for systematic evaluation? There is need for design of a comprehensive evaluation. This could include costs. They don't spell out how or when.

Huesmann: I would like to know more about continuing operations. The assumption is awfully naive that EWWA will pick it up after two years without any phase-in.

Wilder: At this level they could pick it up.

Gruppe: You are talking about something over \$35,000.

Wilder: They have had quite strong financial support prior to this turmoil - part of it from the government. Then they own an apartment building and have rented some shops. Also, the Ministry of Education picks up some teacher costs.

Whitten: All of the top level supervisory people are paid by the Government of Ethiopia.

Gruppe: World Education costs look like \$134,000.

Huesmann: Some might be development costs that would not continue.

Wilder: A lot of that is development costs.

Huesmann: What is World Education's track record? Are they a financial offspring of Title X?

Wilder: They started as "Literacy Helps" in Lucknow, India. They had some help from AID, but have a private endowment from Fisher.

Whitten: They have another project under PHA. Wilson was concerned that this might go ahead before that evaluation was finished. Massie said that evaluation was nothing that would affect a follow-on project. It was to compare approaches in Ethiopia, Indonesia, etc.

Huesmann: How much more of this can we expect from World Education? Do they have a Regional Representative in New York?

Whitten: The administrative and secretarial assistance will be in New York. The Regional Rep provides only one man-month of service to this project.

Huesmann: Will he be generating other OPGs for us? What's he doing with the rest of his time?

Wilder: They are negotiating with the Bank and with Saudi Arabia -- trying to branch out. I don't know if they are completely supported by a host country.

Whitten: If the DPG had to measure the effectiveness of any one person -- the director of EWWA is very effective and efficient. World Education is very cooperative in every way.

Wilder: When the contracting officer writes the contract we can make that more specific -- that over the next two years they address themselves more to cost factors.

Shoemaker: Need for development of a comprehensive evaluation system.

Huesmann: Is there any sentiment for turning this one down at all -- other than my own?

Whitten: With some clarification.

Huesmann: Recommend -- notification problem. Trying to get to Murphy now on some sort of arrangement on notifications. One suggestion is that we notify Congress every two months.

Whitten: World Education thinks they are excluded from the notification requirement.

Huesmann: We accept the Mission's proposal that the grant be made on the assumption or basis that the EWWA pick up the costs of field operations at the end of two years. The cable should point out that it looks like a blythe assumption that it drop so abruptly. Maybe there should be some plan for phase-out.

Wilder: They are picking up one-fifth of it now.

Shoemaker: What part does that represent of the ongoing costs?

Huesmann: Evaluation condition -- does need another logframe with purpose, goal, etc. We will help them with that. It won't change the project anyway.

Whitten: I agree with you that if we are going to evaluate, we will need some criteria.

Adjournment at 3:05 p.m.

Minutes

AFR Executive Committee for Project Review
October 9, 1975, at 11:00 a.m.
Room 6944 New State

Subject: PRP for regional project "African Manpower Development"

Participants

AA/AFR:DBrown	AFR/DS:SCole
AFR/DP:RHuesmann	AFR/DS:JMcDonough
AFR/DP:JGovan	AFR/DS:RThomas
AFR/DP:MWarnecke	AFR/DS:HHobgood (REDSO/WA)
AFR/RA:DConroy	GC/AFR:TBork
AFR/RA:GJespersen	PPC/DPRE:JShannon
AFR/RA:DCox	PPC/PDA:EMcKay
AFR/RA:JKraus	SER/IT:JKovach
AFR/CWR:DShear	TA/EHR:JChandler
AFR/ESA:JKnoll	TREAS/OASIA:WSharpe

Decisions

1. The ECPR recommended that this project (a) be discussed with representatives to the forthcoming Senegal conference of Mission Directors and Program Officers, and then (b) proceed immediately to the Project Paper (PP) stage.
2. The following items were suggested for discussing at the conference:
 - a. Must the Mission's annual training plan fit within its DAP strategy?
 - b. Could areas of emphasis be suggested/determined by AID/W without unduly limiting Mission flexibility?
 - c. What guidelines should be adopted? Special consideration for Portuguese Speaking Africa? Chad, Rwanda, and Burundi lumped together? Guidelines based on developmental level in a country?
 - d. Should the host country be expected to pay all in-country travel and per diem costs of trainees? All international travel? When, if ever, should exceptions be made?
3. The PP should address, inter alia, the following:
 - a. Stronger guidance on selection and areas of emphasis (not firm criteria).
 - b. Strengthened section on beneficiaries, showing how benefits of this project reach women and the rural poor.
 - c. The requirement that all training be relevant, with a vehicle in each case to allow a spread effect.

- d. A carefully-monitored tracer system to reflect -- from the beginning and in a dynamic way -- the benefit incidence, and to serve as a basis for the annual evaluation.
4. The following guidelines are recommended, inter alia, for the Mission's annual training plan:
 - a. Indicate what the trainee is going to do after his training.
 - b. Identify beneficiaries.
 - c. Demonstrate how the proposed training interrelates with ongoing activities and with the overall development strategy.
 5. Countries that are not eligible to participate in this program should nevertheless be permitted to receive trainees from participating countries.
 6. AID will probably continue to use the Association of African Universities (AAU) to assist with some of the training to be conducted in Africa, but the level is presently undetermined.
 7. Although some of the expressed criteria in the PRP have institutional implications, and although institutional linkages might very well be one of the outputs, it is not the purpose of this project to build an institutional structure that will permit continuation of the kinds of activities that are inherent in this project over a period of time.

Discussion

The meeting was called to consider a Project Review Paper (PRP) for a regional training program titled "African Manpower Development." The purpose of this six-year grant project (estimated cost to AID of \$21,241,000) would be to meet critical requirements for managerial and technically skilled manpower in selected African countries by providing undergraduate/graduate/special training in Africa (to the maximum extent possible) and the U.S.

In addition to the points reflected in the above decisions, discussion touched on the following:

- Termination/phasing-out of the ASPAU, AFGRAD, and INTERAF projects.
- Exceptional response to airgram proposing this project -- over 20 long, provocative, thoughtful, useful answers.
- Difficult project to administer; anticipated that field requests will exceed considerably the funds available.
- Projection of number of students and costs. Per-student estimate for U.S. was \$7,800/year based on latest costs and excluding international travel; for Africa was \$2,200 based on historical experience with INTERAF and AAI.

- Language training for 6-8 weeks factored into SER/IT cost estimates -- also orientation and insurance.
- Travel assumed to cost \$1,600 per round trip to U.S. and average of \$400 within Africa.
- Assume four years for bachelor degree in U.S., five years in Africa.
- Attachment 1 to PRP proposes increase in special training, but not in graduate or undergraduate work (over what we have been doing under INTERAF and AFGRAF).
- Training costs progress geometrically as more participants enter pipeline.
- With the growth of undergraduate programs in Africa, more capable people now appearing as candidates for graduate training.
- Serious misgivings expressed by Mr. Hobgood re the logframe and narrative; believes purpose should be rewritten in institutional terms.
- AFR/RA favors handling institutional linkages under bilateral approach.
- Hobgood, as Human Resource Development Officer in REDSO/WA, will continue to regard institutional linkages as of great importance from the viewpoint of program management.
- Exceptionally strong justification will be required for proposals submitted subsequent to the annual training plan.
- Noted that numerous INTERAF students now, such as doctors, would not fall within the DAP strategy for their respective countries. Should these be continued?
- Suggested that each country continue with its current practice on funding transportation costs.
- Continuation of AAI to handle graduate training not necessarily assumed.
- Idea of doctoral research in Africa lauded by AFR/DP, particularly if AID were to fund the research and participate in administration thereof.
- AAU currently training Ugandans; however, without an American Embassy in Uganda, there is no selection mechanism.
- Nigeria could afford to send students to AAU and pay for training. Jespersen will talk with both AAU and Mission Director Ford in forthcoming visit.
- Guidelines of this project could further encourage AAU to seek other donor financing.
- Suggested that special training (practical field experience) be emphasized in meeting Congressional mandate to reach poor majority.

Adjournment at 12:55 p.m.

Cleared

AFR/DP:RHuesmann

AFR/RA:DConroy

AFR/RA:GJespersen

AFR/RA:DCox

AFR/DS:HHobgood

PPC/DPRE:JShannon

SER/IT:JKovach

AFR/DP:mw

11/19/75

TO: *J. Wilson AFR/ESA*

AID 1350-1X (7-71) PIO/T	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	1. Cooperating Country Ethiopia	Page 1 of 6 Pages
		2. PIO/T No. 663-0180-3-60007	3. <input checked="" type="checkbox"/> Original or Amendment No. <u>131</u>
		4. Project/Activity No. and Title 6630180-5 Integrated Family Life Education 663-0180	
		PD-AC-486	

DISTRIBUTION	5. Appropriation Symbol 72-11-X-1025	6.A. Allotment Symbol and Charge 425-50-663-00-69-61	6.B. Funds Allotted to: <input checked="" type="checkbox"/> A.I.D./W <input type="checkbox"/> Mission																																			
	7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Implementing Document		8. Funding Period (Mo., Day, Yr.) From <u>12/75</u> To <u>12/77</u>																																			
	9.A. Services to Start (Mo., Day, Yr.) Between <u>12/1/75</u> and <u>12/15/75</u>		9.B. Completion date of Services <u>December 31, 1977</u>																																			
	10.A. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other																																					
	10.B. Authorized Agent																																					
	<table border="1"> <thead> <tr> <th colspan="2">Estimated Financing</th> <th>(1)</th> <th>(2)</th> <th>(3)</th> <th>(4)</th> </tr> <tr> <th colspan="2"></th> <th>Previous Total</th> <th>Increase</th> <th>Decrease</th> <th>Total to Date</th> </tr> </thead> <tbody> <tr> <td rowspan="2">11. Maximum A.I.D. Financing</td> <td>A. Dollars</td> <td></td> <td>126.551</td> <td></td> <td>126.551</td> </tr> <tr> <td>B. U.S.-Owned Local Currency</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td rowspan="2">12. Cooperating Country Contributions</td> <td>A. Counterpart</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>B. Other</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Estimated Financing		(1)	(2)	(3)	(4)			Previous Total	Increase	Decrease	Total to Date	11. Maximum A.I.D. Financing	A. Dollars		126.551		126.551	B. U.S.-Owned Local Currency					12. Cooperating Country Contributions	A. Counterpart					B. Other			
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	B. Other																																					

13. Mission References Addis 10725 Addis 13051 Machmer/Knoll memo dtd 11/17/75	14. Instructions to Authorized Agent Request SER/CM/ROD/AFR to negotiate an OPG with the World Education to provide the services described herein (Item 19).
---	---

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.	
A. The specifications in the scope of work are technically adequate Hugh I. Smith, AFR/ESA <i>HS</i>	B. Funds for the services requested are available
C. The scope of work lies within the purview of the initiating and approved Agency Programs Willie Whitten, AFR/ESA <i>WWh</i>	D.
E. Frederick Machmer, AFR/ESA <i>FM</i>	F.

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to Signature and date: Title:	17. For the Agency for International Development <i>Jerry Knoll</i> Signature: Jerry Knoll Title: Director, AFR/ESA	18. Date of Signature 11/26/75
--	--	--

AID 1380-1X (8-70) PIO/T	Cooperating Country Ethiopia	PIO T No. 663-0180-3-60007	Page 2 of 6 Pages
	Project/Activity No. and Title Integrated Family Life Education 663-0180		

SCOPE OF WORK

19. Scope of Technical Services *

A. Objective for which the Technical Services are to be Used

To improve integrated functional education programs.

B. Description : The contractor will assist the Ethiopian Women's Welfare Association in the following activities:

- 1) Development of integrated learning methodology and the development of teaching materials which integrate several subjects including, agriculture, nutrition, health, family planning and minimum formation education.
- 2) Development of second level learning materials for neo-literates in Phase I of the project.
- 3) Refine, design and test additional core curriculum for Phase II of the project.
- 4) Obtain feedback for subsequent evaluation of the project.

*The Scope of Technical Services to be performed by the Contractor are further described in the attached proposal, "Integrated Family Life Education Project", which was authorized on October 21, 1975.

C. Technicians

(1) (a) <u>Number</u>	(b) <u>Specialized Field</u>	(c) <u>Grade and/or Salary</u>	(d) <u>Duration of Assignment (Man-Months)</u>
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1	Regional Representative		
---	-------------------------	--	--

(The attached budget provides detailed information concerning World Education technicians and consultants to be used in this project.)

(2) Duty Post and Duration of Technicians' Services

(See attached budget)

(3) Language requirements

None

(4) Access to Classified Information

None

(5) Dependents Will Will Not Be Permitted to Accompany Technician

D. Financing of Technical Services and other related costs

(1) By AID - \$ 126,551.00

(2) By Cooperating Country - None

AID 1980-12 (9-70)	Cooperating Country Ethiopia	PIO/T No. 663-0180-3-60007	Page 3 of 6 Pages
PIO/T	Project/Activity No. and Title Integrated Family Life Education 663-0180		

20. Equipment and Supplies (Related to the services described in Block 19 and to be procured outside the Cooperating Country by the supplier of these services)

A. (1) <u>Quantity</u>	(2) <u>Description</u>	(3) <u>Estimated Cost</u>	(4) <u>Special Instructions</u>
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(See attached budget)

B. Financing of Equipment and Supplies

(1) By AID - \$ (See attached budget)

(2) By Cooperating Country - \$34,900 (Ethiopian Womens Welfare Association)

21. Special Provisions

- A. This PIO/T is subject to AID (contracting) (PASA implementation) regulations.
- B. Except as specifically authorized by AID, or when local hire is authorized under the terms of a contract with a U.S. Supplier, services authorized under this PIO/T must be obtained from U.S. sources.
- C. Except as specifically authorized by AID/W, the purchase of commodities authorized under this PIO/T will be limited to the U.S. under Geographic Code 000.
- D. Other (specify): a) World Education (WE) is required to submit to A.I.D. for its consideration and comment within the first six months of the grant period a financial phase-out plan, with the understanding that the Ethiopian Women's Welfare Association (EWWA) is expected to be self-sufficient in regard to the continuation of this activity at the conclusion of the grant period, b) World Education must submit to A.I.D. within the first three months of the grant period for A.I.D. consideration and comment a design for a comprehensive evaluation system and schedule for the project/ ^{and} c) Prior to signing the OPG, World Education will provide A.I.D. with a statement specifying the exact nature and/or amount of its intended contribution to the project.

AID 135D-1X (8-7C)	Cooperating Country Ethiopia	PIO T No. 663-0180-3-60007	Page 4 of 6 Pages
PIO/T	Project/Activity No. and Title Integrated Family Life Education 663-0180		

22. Reports by Contractor or Participating Agency (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports, and any special requirements)

Contractor will prepare a final report for joint review with USAID/Ethiopia within ninety (90) days after the completion of the grant period.

23. Background Information (Additional information useful to Authorized Agent and Prospective Contractors or Participating Agency; if necessary cross reference Block 19.C(4) above.)

None

24. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities

Contractor will report to the Director of USAID/Ethiopia or his designee

B. Cooperating Country Liaison Official

None

C. AID Liaison Officials

USAID/Ethiopia: Director or his designee
AID/W: Officer In Charge, AFR/ESA - Ethiopia Desk

LOGISTIC SUPPORT

25. Provisions for Logistic Support **None**

A. Specific Items (Insert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain below in C. "Comments")

	In Kind Supplied By		From Local Currency Supplied By	
	AID	Cooperating Country	AID	Cooperating Country
(1) Office Space				
(2) Office Equipment				
(3) Housing and Utilities				
(4) Furniture				
(5) Household Equipment (Stoves, Refrig., etc.)				
(6) Transportation in Cooperating Country				
(7) Interpreter Services				
Other: (Specify)				
(8)				
(9)				
(10)				
(11)				
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available From Other Sources

N/A

C. Comments

All logistic support is funded in this PIO/T and will be provided by the contractor.

VII. FINANCIAL PLAN

The implementation of this Project requires a total expenditure of \$161,451 over a 2 1/2 month period. WE contribution will be \$ 26,651. In addition, the EMWA will contribute \$34,900.00. A summary of the budget is given below:

<u>Category</u>	<u>Cost</u>	
	<u>WE Contribution</u>	<u>EMWA Contribution</u>
<u>WE Costs</u>		
Personnel	\$ 8,591	
Consultant Services	5,000	
Travel (Staff & Consultant)	<u>13,060</u>	
	\$ 26,651	
<u>Local Costs</u>		
Personnel	\$ 45,300	6,200
Travel	3,800	
Field Costs (Pilot)	21,600	\$ 11,800
Evaluation	1,000	
Materials Development	13,000	
Training	3,000	4,000
		2,400
General Administration	<u>12,200</u>	<u>10,500</u>
	<u>99,200</u>	34,900
	\$ 126,551	\$ 34,900

VIII. BUDGET (WE CONTRIBUTION)

1. WE Costs

1.1 Personnel

Regional Representatives (1.0 man mos.)	\$ 1,380
Secretarial Assistance (1.0 man mos.)	960
Administrative Assistance (1.2 man mos.)	<u>3,000</u>
Subtotal	5,340
Benefits @ 15%	<u>801</u>
Subtotal	6,141
Overhead @ 39.9%	<u>2,450</u>
Total Personnel	\$ 8,591

1.2 Consultant Services

Materials & Methods (30 days @ 100)	\$ 3,000
Evaluation (20 days @ \$100)	<u>2,000</u>
	\$ 5,000

1.3 Travel

Staff	
(3 trips @ \$1,500)	\$ 4,500
(30 days @ \$32)	960
Consultant	
(4 trips @ \$1,500)	6,000
(50 days @ \$32)	<u>1,600</u>
	<u>\$13,060</u>

TOTAL WE COSTS

\$26,651

2. Local Costs2.1 Personnel

Project Manager (2 1/2 man mos.)	\$13,800
Field Supervisor (2 1/2 man mos.)	7,944
Materials Training/Specialist (2 1/2 man mos.)	7,200
Secretary/Accountant (2 1/2 man mos.)	7,200
Driver/Mechanic (2 1/2 man mos.)	3,000
General Office Helper (2 1/2 man mos.)	<u>720</u>
Subtotal	\$39,864
Benefits 13.6%	<u>5,436</u>
Total Personnel	\$45,300

2.2 Staff TravelA. Site Development

EWMA (Pilot)	\$ 1,000
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B. Implementation

EWMA (Pilot)	1,125
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C. Supervision

EWMA (Pilot)	<u>1,675</u>
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Subtotal	\$ 3,800
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2.3 Field Costs (EWMA Pilot)

Field Coordinators/Observers (3 @ \$175/mon. x 24 mon.)	12,600
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Group Leaders (15 @ \$25/mon. x 24 mon.)	<u>9,000</u>
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Subtotal	\$21,600
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2.4	<u>Expenditure</u>		
	Data Processing		\$ 1,000
2.5	<u>Materials Development/Production</u>		
	Learner Materials		\$ 4,000
	Leader "		3,000
	Supplementary/Special Interest Materials		<u>6,000</u>
	Subtotal		\$13,000
2.6	<u>Training</u>		
	EMMA (staff)	08	\$ 3,000
2.7	<u>General Administration</u>		
	Office Supplies		\$ 4,200
	Vehicle Maintenance & Fuel		3,800
	A-V Aids		1,200
	Demonstration (workshop) Materials		<u>3,000</u>
	Subtotal		<u>\$12,200</u>
		TOTAL LOCAL COST	<u>\$29,200</u>
		GRAND TOTAL	<u>\$126,551</u>

VII. BUDGET (EMMA COMMITMENTS)

1. Personnel

Executive Assistance (2.8 man mos.)	\$ 3,000
Clerk/Secretary (1 man mos.)	1,200
Accountant (part-time) (0.8 man mos.)	<u>2,000</u>
Subtotal	\$6,200

BEST AVAILABLE COPY

2. Field Costs

Field Coordinators/Observers

(1 @ \$175/mon. x 24 mon.) \$ 4,200

Specialist Services (class enrichment) 3,600

Facilities Cost (14 class/year)

(14 classes x \$134/year x 2 years) 4,000

Subtotal \$11,800

3. Materials Production

Content Specialists

(health workers, home economists,
agriculture, etc.) \$ 4,0004. Training

Specialist Services

(health workers, home economists,
agriculture, etc.) \$ 2,4005. Other

Facilities costs (@ \$300 x 24 mos.) \$ 7,000

Utilities . 500

Demonstration (selfhelp) Materials 2,000

Additional Transport 1,000Subtotal \$10,500

GRAND TOTAL

\$34,900

UNITED STATES GOVERNMENT

Memorandum

TO : Jerry Knoll, Acting Assistant Administrator
Bureau for Africa
THRU : Ed Donoghue, AFR/DP
FROM : Frederick Machmer, AFR/ESA *R. Machmer*

DATE: October 17, 1975

SUBJECT: Operational Program Grant (OPG) to World Education for an Ethiopia Project entitled "Integrated Family Life Education"

The AFR Executive Committee for Project Review (ECPR) met September 30 to consider a proposal for an OPG to World Education for a project in Ethiopia entitled "Integrated Family Life Education". The proposal had earlier been recommended for approval by both USAID/Ethiopia (copy of their cable recommendation attached) and by the Bureau project committee (copy of that recommendation also attached). Your approval is now requested for the OPG to World Education.

The proposal is for a two-year project involving an A.I.D. contribution of \$126,551. There has been an on-going pilot project, begun in 1973 and concluding in September, 1975, which is the embryo for this proposal. That project, being implemented (as will this one) by the Ethiopian Women's Welfare Association (EWWA) in cooperation with World Education, is intended to improve integrated functional education programs incorporating family guidance, nutrition and health. This proposal expands upon the objectives and experiences of the earlier approach, now broadened to focus on the development of integrated learning methodology and the development of teaching materials which integrate several subjects, including agriculture, nutrition, health, family planning and "minimum formation education".

The ECPR meeting September 30 resulted in a decision to recommend that this proposal be approved for funding. Your approval is requested below. We will of course need a Congressional Notification before we can allot funds for this project. A memorandum for your signature seeking the Acting Administrator's approval for a Notification for this project is attached.

The first issue concerned the assumption of financing for continuation of field operations of this activity by EWWA at the end of the two-year grant period. It will be made clear in the OPG that this is a one-time grant by A.I.D. and that EWWA is expected to be self-sufficient at the end of the grant period. World Education would therefore be required to submit to A.I.D. within the first six months of the grant period for A.I.D. consideration and comment a financial phase-out plan to avert the abrupt termination of assistance.



The second basic issue concerned evaluation. The ECPR accepted the Mission and Project Committee recommendations that a World Education consultant submit to A.I.D. within the first three months of the grant period for A.I.D. consideration and comment a design for a comprehensive evaluation system and schedule for the project.

Finally, prior to the signing of the OPG, World Education will provide A.I.D. with a statement specifying the exact nature and/or amount of its intended contribution to the project.

It was also understood, although not to be incorporated into the OPG, that (a) AID/W (AFR/ESA and AFR/DS) would be available to the extent possible given office workloads to assist World Education in the development of a revised logical framework to serve as a basis for the comprehensive evaluation being established by World Education, and (b) AID/W will encourage World Education to assist EWVA address the subject of cost factors over the grant period, separating development costs from recurring costs in order to facilitate the projection of per-trainee cost on a continuing basis.

It is therefore recommended that you approve the attached proposal for a two-year OPG to World Education for a project in Ethiopia entitled, "Integrated Family Life Education", involving an A.I.D. contribution of \$126,551.

This approval is subject to three conditions:

(a) that World Education submit to A.I.D. for its consideration and comment within the first six months of the grant period a financial phase-out plan, with the understanding that EWVA is expected to be self-sufficient in regard to the continuation of this activity at the conclusion of the grant period;

(b) that World Education submit to A.I.D. within the first three months of the grant period for A.I.D. consideration and comment a design for a comprehensive evaluation system and schedule for the project; and

(c) that prior to the signing of the OPG, World Education will provide A.I.D. with a statement specifying the exact nature and/or amount of its intended contribution to the project.

Drafted: AFR/ESA: FMacisner: dmb: 10/17/75

Clearances: AFR/DP: JHueswain (draft) AFR/DP: WMarnecke (draft) AFR/GC: EDragon (draft)
PPC/DPRE: JSnannon (draft) TA/EIR: B. Wilder (draft)

Info: AF/EP: ESegall \ USAID/Ethiopia (Torse)

APPROVE

Jerry Knoll

DISAPPROVE

DATE

10/21/75