

I. PROJECT IDENTIFICATION

1. PROJECT TITLE
Development Program Grant for the Overseas Development Fund (OEF) of the League of Women Voters

APPENDIX ATTACHED
 YES NO

2. PROJECT NO. (M.O. 1095.2)
932-13-950-071

3. RECIPIENT (specify)
 COUNTRY Worldwide
 REGIONAL INTERREGIONAL

4. LIFE OF PROJECT
BEGINS FY 75
ENDS FY 77

5. SUBMISSION
 ORIGINAL 5/16/75
 REV. NO. DATE
CONTR./PASA NO.

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMOD- ITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US _____ (U.S. OWNED)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY (A) JOINT (B) BUDGET	
1. PRIOR THRU ACTUAL FY												
2. OPRN 75 FY	200	84					116					
3. BUDGET 76 FY	280	126					154					
4. BUDGET +1 FY 5th Q	50	24					26					
5. BUDGET +2 FY 77	285	149					136					
6. BUDGET +3 FY												
7. ALL SUBJ. FY												
8. GRAND TOTAL	815	380					435					

9. OTHER DONOR CONTR. BUTIONS

(A) NAME OF DONOR	(B) KIND OF GOODS/SERVICES	(C) AMOUNT

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER Michael R. Rohla, PHA/PVC/OPNS	TITLE Project Manager	DATE 5/29/75
2. CLEARANCE OFFICER Cleo F. Shook, PHA/PVC/OPNS	TITLE Associate Director, PHA/PVC	DATE 5/28/75

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

3. Judith W. Gilmore, PHA/PVC/OPNS

4. John A. Ulinski, Jr., PHA/PVC

5. William Allie, PHA/PRS

6. C. D. McMakin, PHA/PRS

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2. CLEARANCES

BUR OFF	SIGNATURE	DATE	BUR OFF.	SIGNATURE	DATE
AFR/DP	D. Wilson	5/29/75	ONESA/TECH	David Steinberg	5/29/75
LA/MRSD	M. Zak	6/2/75			
PPC/DPR	A. Handly	5-29-75			

3. APPROVAL AGENCY OFFICE DIRECTORS

(Mrs.) Harriett S. Crowley
Assistant Administrator for PHA (Acting)

DATE: 5/30/75

4. APPROVAL AID (S.O. M.O. 1025.1 V.C.)

SIGNATURE: _____ DATE: _____

ADMINISTRATOR AGENCY OF INTERNATIONAL DEVELOPMENT

BEST AVAILABLE COPY

ENTIRE DOCUMENT

A DEVELOPMENT PROGRAM GRANT
FOR THE OVERSEAS EDUCATION FUND
OF THE LEAGUE OF WOMEN VOTERS

I. INTRODUCTION.

For more than 28 years the Overseas Education Fund has been engaged in programs aimed at enhancing the role of women in their respective societies. As conditions throughout the world have continually changed, so too has the program of OEF evolved to be able to respond. The extensive experience that has been gained by OEF has resulted in a need to establish an institutional competence in planning, program development and evaluation beyond its current level, which is inadequate in light of the increased worldwide awareness of the potential involvement of women.

OEF programs are aimed at "people problems" such as malnutrition, inadequate health services, lack of education, lack of employment opportunities, etc. There is though, a special emphasis on women as they have even fewer opportunities for education, food, or income. More and more information is now available regarding these problems and to take advantage of this information, and to more accurately focus its activities, OEF is requesting the resources, by means of a Development Program Grant, to improve its already impressive overseas programs.

It is also expected that the Grant will directly contribute to the increased awareness of the entire organization to the new directions of development in the Less Developed Countries. In effect, the DPG will not only create a new Planning and Programming Office, but will also serve to re-orient the entire organization to a development philosophy.

II. BACKGROUND.

The OEF was established in 1947 by the League of Women Voters as a private, voluntary, non-profit and autonomous organization. Its purpose was to share with women of other countries the League's experience in involving citizens in processes for resolving community and national problems. First steps began in Europe with small grants and technical assistance for social development through training and resulting publications about training methods. Since that time, OEF's program has left its imprint on women of Asia, Africa and Latin America. (Appendix gives a detailed chronology of OEF's activities throughout the world.)

While continuing contacts in all parts of the world, since 1956 the major part of OEF's human and financial resources have been concentrated in Latin America. Its staff and highly skilled volunteers have collaborated with women from every country of the Spanish-speaking Western Hemisphere to develop leadership, initiative and greater participation of their counterparts at all levels of society in the decisions that affect their lives. In 1971, the organization opened its regional program in East Asia and is currently involved in projects in Malaysia, Indonesia, and South Korea. OEF's program has been, and continues to be, devoted to a wide variety of community leadership and development projects initiated by local private organizations that respond to needs within national cultural frameworks.

OEF is directed by a 22-member Board of Directors, elected by a 40-member Board of Trustees. The full-time, salaried staff consists of an Executive Director who is responsible for the administration of the OEF, 9 Washington-based professional staff, and 6 field staff. Two standing committees elected by the Board of Directors, comprised of volunteers, are the:

1) Executive Committee (6 members) which, in the interval between board meetings "may manage(s) and control(s) the property, affairs and business of the Corporation and exercise(s) all its powers" except that it has no power to appropriate or authorize the expenditure of sums over \$1,000 in any one case.

2) Finance and Audit Committee (4 members) which, in the interval between board meetings, exercises "such powers as may from time to time be delegated to it by the Board or Executive Committee with regard to financial, investment and auditing matters."

Additional volunteer committees function in a counterpart relationship to the employed staff:

- 1) Latin American Committee (18 members)
- 2) Asian Committee (14 members)
- 3) Finance and Development Committee (8 members)
- 4) Program Development Committee (8 members)
- 5) Seminar Committee (21 members)
- 6) Personnel Committee (5 members)
- 7) Budget Committee (4 members)
- 8) Intercambio Committee (5 members)

OEF relies heavily on volunteers to set policy, establish program direction, and occasionally help carry out policies. Its 22-member Board of Directors, composed of skilled volunteers (some of whom also hold paid professional jobs) brings to the organization expertise in international relations, research, education, community development, economics, volunteer organizations, and fund-raising.

III. PROJECT GOAL.

A. Statement of Goal: The integration and enhancement of the role of women in the decision-making processes of their respective societies

amental to national development. Concurrent with this is the fact that women represent a marginally used resource at all levels of development, and especially within the poorest majority. While the tradition of the OEF has been to prepare women throughout the world to assume a more active role, the goal of this grant is to enable OEF to more fully focus their programs on the problems of the poorest majority, so that projects can be developed which effectively deal with the needs of the poor and emphasize the participation of women in the development process.

B. Measure of Goal Achievement: There are two fundamental areas in which goal achievement will manifest itself. First is within OEF, where it is expected that the organization will have re-oriented itself and its programs toward involvement with direct support to members of the poorest majority, as well as those of more prosperous economic levels. The second area is the increased participation of the poor, especially women, in those activities which affect their lives. This will be a direct result of a more coherent application of OEF resources to specific development areas and an increased effectiveness of their overseas programs.

C. Means of Verification: As the grant relates to OEF, goal achievement can be verified by the actions of its Board and its executives in their policies, programs and projects. The documents that result from such programs and policies will concretely indicate the degree of achievement. In regard to the accomplishments as they deal with meaningful involvement of the target audience, as the grant will enable an impact evaluation system and the maintenance of data on program impact, reports, along with field visits by A.I.D. and other personnel, will clearly demonstrate the degree of achievement.

D. Important Assumptions: Essential to achieving the above is the institutional acceptance of more closely defined foci of OEF. Second, that active resistance and repression of women's involvement in LDC's lacks the magnitude to preclude the programs' success. Third, that continued active interest by the poor and women in that group is maintained and increases as a result of OEF's activities.

IV. PROJECT PURPOSE

A. Purpose Statement: The explicit purpose of this grant is to: enable OEF to improve its capabilities for planning, program development and evaluation so that it can broaden its outreach and extend the depth of its impact directly on the poorest majority in selected developing countries in Asia, Latin America and Africa. Specifically, OEF will be able to acquire the expertise to plan, develop and evaluate an expanded cross-cultural program directed to selected felt needs of the poor in less developed areas of the world. It will provide additional equipment and facilities needed to accomplish this objective. The grant will also seek and develop the necessary expertise and training to upgrade the ability of its present staff and Board to meet increased demands of the cross-cultural program. They will be able to develop a system of management that will continue to strengthen the ability of OEF's professional staff and its skilled volunteers to design programs that affect directly the poorest majority. The grant will permit OEF to explore and develop innovative approaches for communicating with men and women of the poorest majority in order to share with them skills and tools they need to make know their needs and to bring about changes in response to the needs identified. They will develop and establish contacts with experts in geographic and program areas in order to broaden OEF's capabilities in planning and programming and establish a system of evaluation to determine the effectiveness of its own planning and program development capability, and

measure the impact of projects aided by OEF within the framework of its objectives.

B. End of Project Status: The grant will leave in place within the OEF the following as a permanent part of the organization:

1. A staffed and functioning Planning and Programming Office, which will develop program directions, advise on overseas activities and incorporate program evaluation findings into on-going and new plans and programs.

2. The Planning and Programming Office, in coordination with the rest of the organization will have developed a staff training program to insure institutionalization of the policies and programs that derive from the added capabilities of the OEF, resulting from the grant.

3. Improved communication techniques will be systematized for more effectively reaching people of low economic or educational levels who may be functionally illiterate. A "feed-back" element will also be included to facilitate "needs identification" of the target populations.

4. While project evaluation has been carried out in the past, the grant will provide the creation of an evaluation system for both the management and operation of OEF, and for measuring the impact of its projects on the target populations in the field. More specifically, these two system objectives will:

a. Monitor effectiveness of the planning, program development and implementation techniques used by the OEF internally (paid staff and volunteers) in relation to program goals established by the Board of Directors. The monitoring system will be conducted by those involved in the management and operations and will enable the organization to:

- identify important problems and their implications;
- examine the widest range of alternative solutions and anticipate their consequences;

- develop and use rational criteria for choosing among alternatives;
- organize and take action, including identifying responsibility and authority;
- assess results and provide feed-back for corrective action.

b. Measurement of the impact of the projects to which OEF gives technical assistance on the target populations in accord with the goals and objectives of:

- the project "operators", i.e., the indigenous groups and organizations which are the beneficiaries of OEF assistance;
- the OEF, as established by the Board of Directors.

With the help and guidance of evaluation consultant expertise, the above objectives would be met by:

- establishing baseline data;
- establishing criteria for performance;
- holding staff and volunteers accountable for the achievement of goals;
- establishing clear statements of policy and identification of objectives and goals;
- thorough understanding of assignments based on established criteria, qualifications and division of work.

5. By the end of the Grant, OEF should have gained a reputation for social and economic promotion of women in less developed countries that will attract volunteer and financial support in the U.S. This will manifest itself in a greater ability to draw on a broader base of area, program and communication expertise in developing OEF programs.

C. Means of Verification: Accomplishing the above will be verified by the usual organizational documents that deal with the organization's policies, personnel and programs. As the EOFS will be reflected in the

organization's overseas programs, these will be reviewed for indications of a more focused emphasis, the impact of the evaluation and communication systems, and the degree of increased funding and volunteer support.

D. Assumptions: Most important is the maintained or increased interest in addressing the enhancement of the role of the poor, especially women, in programs in LDC's. It is also assumed that the organization is willing to continue its commitment to re-orienting itself and directing its programs at the mentioned priority audience. Even if those assumptions are correct, it is also essential that the successful approach attract the expected support from other individuals and organizations throughout the U. S., including The League of Women Voters.

V. PROJECT OUTPUTS

A. Outputs and Output Indicators: As a direct result of the grant the following outputs will be obtained:

1. The following staff will have been employed to run the Planning and Programming Office in Washington.

a. Director of Planning and Programming. This position is located in the proposed Planning and Programming Office. The office proposes program directions for the consideration of the Board of Directors; carries out Board policy with respect to OEF's short, medium and long-range program development goals; and identifies projects which can be implemented to achieve program goals. The incumbent is the senior staff member, with primary responsibility for coordinating and giving overall substantive direction to the activities of the office for planning and Programming, and for developing a process by which the Board of Directors may determine program direction. (See details in the job description.)

b. During the second year of the grant a Training and Evaluation Officer will be added to assume responsibilities for the training and evaluation systems developed by consultants. Analysis has indicated that using consultants for design and implementation of these aspects of the program during its developmental stages is less expensive than a full-time person, plus the necessary outside assistance, would be. The incumbent will administer the systems developed for training and evaluation (described in EOPS) and will train new staff and Board in the use of the evaluation system, analyze strengths and weaknesses of program planning and project implementation, and make recommendations for modifications and improvements.

c. Research assistants will be recruited for internship from academic institutions, which will provide course credit. (No funding for salaries is required for this position.) The research assistant(s) will provide country/regional information relevant to programs and program development. They may also assist in data analysis, etc.

d. There will be two support staff to perform the necessary secretarial and administrative assistance.

2. The field staff of the Planning and Programming Office will consist of three Regional Program Developers (with a fourth being added the third year of the grant), who will be responsible for program development for countries within their regions. The RPD's will spend most of their time traveling within their assigned regions, making it possible for them to establish the necessary contacts with leaders of the poorest majority, as well as other knowledgeable nationals, in order to be able to identify appropriate program directions. Each RDP is responsible for the planning and programming for the region and work with other OFE field staff in developing the recommended program

directions. Each RDP will also serve as a communications link on program development between OEF/Washington and the region, as well as develop and maintain liaison on regional activities with the field staff and OEF/Washington based area program offices. Modest office space and necessary equipment will be provided in a city centrally located city in the regions to serve as a contact point for each RDP while traveling.

3. Beyond the staff positions described above, another significant output of the grant will be the upgrading of planning and development activities of the OEF which has been demonstrably inadequate to date. This will be accomplished by employing experts and consultants to train, set up systems and procedures needed to carry out the program objectives.

4. The grant will also increase the involvement and programming expertise of the Program Development Committee. Along with training, meetings will be held in Washington, bringing in members from diverse areas of the U.S. for on-going planning and program direction recommendations.

5. A resource center consisting of a small working library containing materials on geographic and program content fields in which OEF is planning on carrying out program implementation. The center would contain such materials as selected foreign language periodicals, foreign area studies, language tapes, studies on women's role, works on organization development, planning and programming. The resource center will also serve as the repository of program data, reports and documents.

6. As the Planning and Programming Office develops its programs, the grant will enable the OEF to obtain assistance by technical consultants to increase skills for the systems and procedures for program objectives as well as to advise on specific program priorities in fields outside OEF's own expertise, e.g., agriculture, health, etc.

In sum, the grant will assist the OEF to acquire the expertise to plan, develop and evaluate an expanded cross-cultural program directed to selected felt needs of the poor in less developed areas of the world. It will provide additional equipment and facilities needed to accomplish this. The OEF will be able to seek and develop the necessary expertise and training to upgrade the ability of its present staff and Board to meet increasing demands of the expanded cross-cultural program and to develop a system of management that will continue to strengthen the ability of OEF's professional staff and its skilled volunteers to design programs that affect directly the poorest majority. They will explore and develop innovative approaches for communicating with men and women of the poorest majority in order to share with them skills and tools they need to make known their requirements and to bring about changes in response to the needs identified. And the grant will enable OEF to establish a system of evaluation to determine the effectiveness of its own planning and program development capability and to measure the impact of projects aided by OEF within the framework of its objectives.

In that the grant is aimed at a more precise use of OEF's experience and resources, the following output indicators of the combined grant and OEF inputs are expected:

First Year of the Grant:

- identification of two new projects, one each for Latin America and Asia, with proposals prepared for funding and funding sources approached;
- senior staff, Board, Executive Committee, and committee chairmen will have received training to upgrade their planning, program development, leadership and communications skills;
- an inventory of communications methods, other than written publications (emphasis on audio-visual techniques) which can be used with

the poorest majority in the developing world.

-- funding obtained for one pilot project utilizing an innovative method of communication;

-- initial development of system of evaluation by which OEF can evaluate its own processes of planning and program development, and can monitor and evaluate the impact of projects on the target audience.

-- criteria and indicators for program development system and project selection will have been developed.

Second Year of the Grant:

-- operation of two new projects, one each in Latin America and Asia, testing the projects to ascertain the feasibility of replicating them in other areas or countries;

-- development and funding for four new projects - one in Africa, one in Latin America, one in Asia, and one in a fourth area to be selected; *

-- transfer of program and planning skills learned in the first year to field staff and organizations with which OEF is working in Latin America and Asia, training given for selected headquarters staff and Board who did not participate the first year;

-- implementation of pilot communications project funded at the end of the first year, development of and funding of second pilot experimental communications project for second region;

-- evaluation system in place, tested and identification of changes needed in the system, application to current on-going projects and program planning system established, identification of changes required in program planning system as a result of feed-back obtained from use of the evaluation system.

*See Addendum I.

Third Year of the Grant:

-- six projects operational (those developed in years one and two), indicators of measurable impact on target population and varied systems of communication in use, development and funding of new projects, at least one of the six initial projects will have been replicated in another country;

-- new and increased funding from an expanded constituency in the U.S.;

-- Washington-based and field program staff trained so as to be able to develop and carry out projects directed to the poor of almost any geographic area;

-- communications systems in place, OEF training materials and technical assistance will reflect their use;

-- Evaluation and Training Officer on staff to ensure continued operation of the evaluation system.

D. Assumptions: Basic to accomplishing the above is the assumption that current OEF programs are amenable to more formalized planning and programming. It is also assumed that the state of the art of the systems to be adopted by OEF in evaluation, communication and training are applicable to OEF's type of operation and program goals. Concurrent with this is the assumption that existing OEF personnel is willing and able to use these more sophisticated techniques in their headquarters and in their overseas programs.

VI. INPUTS.

A. Inputs from A.I.D.:

1. The Development Program Grant
2. Training programs, such as the Program Design and Management I and II for both full-time and volunteer staff (those specifically

3. Advice and counsel from Regional Bureaus, Missions and PHA/PVC.

B. Inputs from OEF:

1. Project staff and costs in LDC's.
2. The time and support of the volunteer Program Development Committee and other offices and committees of the organization.
3. Support mobilized in the recipient LDC's.

C. Assumptions: Fundamental to the program is the funding provided from the proposed DPG, as well as A.I.D.'s continued encouragement and availability for PVO participation in selected training programs. OEF institutional support and use of the outputs of the Planning and Programming Office is also required. Increased contributions from donors and volunteers is also fundamental to the success of the project.

D. Beginning of Project Status: As has been indicated above, OEF has the active support and involvement of its 22-member Board of Directors as well as 13 working volunteer committees comprised of 96 active volunteers. Added to this is the salaried professional staff, 10 in Washington, and 6 in the field. There is also an extensive network of volunteers throughout the U.S. taking part in fund-raising, community relations and program exploration and serving as yet another resource which supplements and complements the work of the OEF.

VII. RATIONALE.

It is both the intent of the Congress, as stated in the Foreign Assistance Act and the Percy Amendment, as well as the commitment of A.I.D., to direct our programs at the poor and women in the developing countries of the world. This grant is aimed at the inability of the poor, especially poor women, to make known their needs and to alleviate the social ills that beset them. "People-centered" and "Directed at the poorest majority"

ted descriptions of modern development programs. Such "people as malnutrition, inadequate health services, lack of education, employment opportunities, continue to plague the poor, largely poor people are outside the decision-making process and so their are often unheard and unattended. Within the poor segment of ulation there is a majority with even fewer opportunities for education, food or income than the total group--the poor women.

Poor women carry a heavy responsibility in developing countries food production, for nutrition, for family health care and size of y, and they are often heads of families. Yet, they are even less ared than poor men. They are likely to be illiterate, malnourished, considered of less importance under the law, as a result of custom taboos.

Women from the low income sector have little opportunity to break of this mold, or to take part in or contribute to the decision-making ocess that determines the course of life for their families and themselves.

This proposal is based on the premise that women are the least developed of society's human resources and are potentially an effective force for social change. The possibility of women working together in volunteer action to solve community problems is often totally unknown in the developing countries. The requirements for developing such resources are small compared with other methodologies being used in social development, an important factor in capital-starved areas. The OEF, through its experience in training for volunteer action, can offer assistance in the techniques of organizing community resources, identifying problem areas, and in methods of problem solving. Such sharing of techniques with women in other countries can help the disadvantaged to

articulate their needs and seek alternatives to life styles of the world's poor. OEF has based its modus operandi on the belief that voluntary action can convert woman into an effective change agent. Twenty-eight years have permitted OEF to develop experience in training for leadership and organizational development through regional and multinational workshops, seminars, conferences, and exchange programs, and publications focused on volunteerism, community action, human relations, civic development, family education and training methods.

With this extensive foundation, the grant will enable the OEF to improve its capabilities for planning, program development, and evaluation so that it can more accurately aim its programs at projects that impact directly on the poorest majority.

VIII. IMPLEMENTATION PLAN.

A. July 1975-June 1976: Creation of a Planning and Programming Office headed by a specialist in Planning and Programming. This office will: Make recommendations to the Board and implement its policy in developing OEF's short, medium, and long-range multi-regional strategy over the 3-year funding period permitted by the grant. This assignment will concentrate on the OEF program in:

Latin America	- first 6 months
Asia	- first 6 months
Africa	- 7th to 12th months.

The Planning and Programming Office will:

report directly to the Executive Director; serve as the key staff liaison to the Program Development Committee, and will work with this committee to develop program directions for consideration by OEF's Board of Directors; coordinate its activities with OEF area program offices and committees, and

act in an advisory capacity to the Board of Directors. It will be staffed in Washington by a Director of Planning and Programming, an administrative assistant/secretary and at least one research assistant. It will be responsible for the activities of the regional program developers.

B. Employment of three Regional Program Developers (RPD) in Latin America, Asia and Africa, to be responsible for program development for countries within these regions. Latin America and Asia: First 3 months. Africa: Second six months.

The RPD's will spend most of their time traveling in their assigned regions. This will make it possible for them to establish the necessary contacts with leaders of the poorest majority as well as other knowledgeable nationals in order to be able to identify appropriate program directions.

The RPD's will return to Washington for periods of 2-3 weeks four times a year to:

- Participate in and be informed of program development and project activities in OEF;
- Consult with experts in the U. S. on area of assignment;
- Review available background material;
- Receive relevant training when required.

The RPD's will report directly to the Planning and Programming Office. Each RPD will make recommendations for the overall planning and programming for the region. The RPD will consult with OEF field staff in developing recommended program direction and identifying possible projects to implement such directions. Funding for individual projects will be sought from public and private sources as projects are identified.

Each RPD will also serve as a communications link on program development between OEF/Washington and the region, as well as develop and maintain liaison on regional activities with the field staff and OEF/Washington based area program offices.

Summer 1975

Joint planning for developing specific regional programs and development of a plan for identifying needs of the target population in the regions selected for work in Latin America, Asia and Africa. Participants in this planning will include: program staff in the field and in Washington, and volunteers on program and planning committees.

Plan will include various methods selected for determining project needs of poorest majority, e.g., by individual interviews with natural leaders; by meeting with volunteer groups already providing services and with spokesmen for the recipient group; by studies of possible community programs made by OEF counterpart organizations and others; by interviews with appropriate host country government officials; by consultation with other PVO's (U. S. based and host country) working in the area.

Planning for regional programs will include, for consideration of program direction, the priority areas of A.I.D. interest--nutrition, health, education, family planning, income generation and human resources development. OEF is unable, before ascertaining the needs of the target population, to say which of these might become areas of priority for project selection. OEF expects to employ field staff or consultants with appropriate expertise to give technical assistance to projects.

Improvement of Communications Techniques. Investigative visits by staff and/or volunteers to centers specializing in innovative approaches to communications designed to reach people of low economic or educational levels in developing countries. OEF experience in communications with people in the field has concentrated on the written word-- a means not well suited to poor people who may be functionally illiterate. New methods of communication will serve the OEF and the intermediate organizations through which projects may be carried out.

Appropriate methods to be incorporated into OEF techniques.

OEF will employ experts and consultants to assist the organization to upgrade its planning and program development skills and to set up systems and procedures as needed to carry out its program objectives.

OEF staff and board members would consult with a variety of individuals and organizations located in the U.S. to acquire new and varied perspectives on needs in the developing world and on successful responsive programs.

The Program Development Committee seeks special expertise for its membership in order to make recommendations to the board for program planning and development based on identified needs in the developing countries. Its 8-10 volunteer members from diverse areas of the U.S. will meet twice yearly with OEF program staff for this planning work.

OEF will start to employ outside consultants to advise on specific program priorities in fields outside the organization's own expertise, e.g., agriculture, health, etc.

OEF will obtain professional advice for establishing a system of evaluation both for the management and operation of the organization under the DPG and for measuring the impact of its projects on the

July 1976 to July 1977.

Continuing investigation and identification of project possibilities by Program Development staff with recommendations to be acted upon by appropriate committees and the Board of Directors.

Initiation of, and organization of an additional program thrust in another region, e.g., South Asia, or the Caribbean, in 1977.* Prior to selecting the area for this program OEF will investigate potential new areas within its scope of interest. Coordination and interrelation of programs in Latin America, Asia and Africa. Initiate program monitoring in Latin America and Asia.

Employment of a RPD to serve the added region and to be responsible for program development for countries within the region. This position would have equal responsibilities to those of the Latin American, Asian and African Program Developers.

Employment of a secretary in Washington office to handle all Regional Program Development correspondence.

Initiation and testing of communication techniques and methods selected for Latin America and Asia through the assistance and cooperation of the Regional Program Developers. Initiate exploratory efforts for materials and techniques to reach the target populations in additional regions.

Training for field staff and selected board members to further refine planning and programming skills through new procedures, management techniques and languages. Refresher courses and follow-up assistance with systems development consultant.

Trial and testing of the evaluation system established in the first year. Modification of the system as needed and such changes in method of planning and programming as may be indicated as a result of

* See Addendum I.

method of planning and programming, as may be indicated as a result of using the system. Follow-up assistance with a systems development consultant, and training of the new Regional Program Developers in the use of the system.

Continued building of resources and current data.

Continued board and staff meetings and consultations with area experts located in the United States on an as-needed basis.

Two Program Development Committee meetings for developing recommendations to the board will be held in Washington, D. C. Members from diverse sections of the United States will attend, as well as local volunteers, board members and staff.

July 1977 to July 1978.

All professional staff of Planning and Programming Office operating. Continuing investigation of program direction by Program Development staff with recommendations to be acted upon by appropriate committees and the Board of Directors. Continuing identification of projects to implement agreed-upon program direction.

Coordination and inter-relation of programs in Latin America, Asia, Africa and the fourth area. The Regional Program Developers and Field Representatives from the two spheres of the world will meet together in Washington once this year with headquarters program staff and volunteers to share experiences, problems and approaches to their problems.

Refresher courses will be provided by outside consultants. Training in planning, monitoring and evaluation will be given regularly by a staff Evaluation and Training Officer.

communications system for low income people in the develop-
s will be carried out in a second project.
ource material useful to OEF's program will continue to be
o staff and volunteers in the Reference Center.
meetings of the Program Development Committee will be held
on, D. C. with program staff, for on-going planning of
rection recommendations for the board.
vice will be sought from area and program content experts
S. as needed.
ployment of an evaluation and training officer on the OEF
ensure continued operation of the evaluation system.*

e Addendum I.

DPG- ILLUSTRATIVE BUDGET

	FY-1975	FY-1976	FY-1977	TOTAL
1. Salary & Wages	\$83,600	\$126,416	\$170,149	\$380,165
2. Travel & Expenses	61,850	106,675	103,241	271,766
3. Training	22,000	25,800	14,750	62,550
4. Office and Supplies	14,525	16,810	18,475	49,810
5. Consultants	8,125	9,375	1,875	19,375
6. Other (includes direct costs)	9,900	14,924	16,510	41,334
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL	\$200,000	\$300,000	\$325,000	\$825,000

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project:
From FY 1975 to FY 1977
Total U.S. Funding \$3,349,000
Date Prepared: 11/11/74

Development Program Grant for the Overseas Education
Project Title & Number: Fund of The League of Women Voters 932-13-950-071

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes</p> <p>The integration and enhancement of the role of women in the decision-making processes of their respective societies dealing with the problems of the poorest majority.</p>	<p>Measures of Goal Achievement:</p> <p>The reorientation of OEF and its program toward involvement with direct support to members of the poorest majority, and, the resultant increased participation of the poor, especially women, in those activities which affect their lives.</p>	<p>a) actions of the OEF Board as reflected in its policies, programs and projects.</p> <p>b) data on program impact.</p> <p>c) OEF reports</p> <p>d) Field visits by AID and other personnel.</p>	<p>Assumptions for achieving goal targets</p> <p>a) Institutional acceptance of more closely defined foci of OEF.</p> <p>b) A lack of active resistance to or repression of women's involvement in the selected LDC's.</p> <p>c. That continued active interest by the poor and women of that group is maintained and increases as a result of OEF's programs.</p>
<p>Project Purpose:</p> <p>To enable OEF to acquire the expertise to plan, develop and evaluate an expanded cross-cultural program directed to selected felt needs of the poor in less developed areas of the world.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <p>1. A staffed and functioning Planning and Programming Office. 2. A training program developed for institutionalizing policies and programs in the OEF staff. 3. A systematized communication technique for reaching the target audience. 4. Creation of evaluation system to: monitor OEF management and operations, and, measure impact of projects on target.</p>	<p>The achievement of the EOPS will be reflected in the organization's documents dealing with policies, personnel and programs. A more focused emphasis, impact of evaluation and communications systems, and degree of increased funding and volunteer support will be reviewed.</p>	<p>Assumptions for achieving purpose. a)</p> <p>That OEF maintains and increases interest in the enhanced role of the poor, especially women, in the LDC's. b) OEF continues its commitment to reorienting itself to problems of the target audience. c) That the OEF approach attract the expected support from other sources.</p>
<p>Outputs: 1. A Director of Planning and Programming; an Evaluation and Training Officer and support staff. 2. Regional Program Developers to identify program directions in their respective areas of responsibility. 3. The upgrading of planning and development activities of the OEF. 4. Increased involvement and programming expertise of the Program Development Committee. 5. A resource center for maintenance of necessary reference, language and program information. 6. Access to consultants expertise for systems, procedures and techniques.</p>	<p>Magnitude of Outputs: 1. 8 staff to fill required positions. 2. 6 new projects in operation. 3. OEF staff and board trained and reoriented to current program. 4. Two tested applications of communication system in LDC's. 5. Funding for projects and continued operation of staff obtained.</p>	<p>Personnel records, program and project documents and reports. Site visits and visits to OEF headquarters.</p>	<p>Assumptions for achieving outputs:</p> <p>1. OEF current programs are amenable to more formalized planning and programming.</p> <p>2. Systems to be adopted by OEF for evaluation, communication and training are applicable to OEF's type of operation and program goals.</p> <p>3. Existing OEF personnel are willing and able to use these more sophisticated techniques in their headquarters and in overseas programs.</p>
<p>Inputs: AID: a) The EPG b) Training programs (i.e. EOP I&II), c) advice and counsel from Regional Bureaus, Missions and PMA/PPG.</p> <p>OEF: a) Project staff and costs in LDC's b) Time and support of volunteers, including the Program Development Committee, other offices and committees of the OEF, c) support mobilized in recipient LDC's.</p>	<p>Implementation Target (Type and Quantity)</p> <p>Implementation Plan - see narrative.</p>	<p>Beginning of Project Status (BOPS)</p> <p>1. 22 member Board of Directors.</p> <p>2. 13 volunteer committees (with 96 volunteers).</p> <p>3. 16 professional staff in Washington and in the field.</p> <p>4. Current budget: \$630,349</p> <p>5. Activities in 13 countries in Latin America and Asia.</p>	<p>Assumptions for providing inputs:</p> <p>1. That the grant be funded at the requested level to continue activities of the Planning and Programming Office.</p> <p>2. OEF institutional support continues and resources at end of grant are at a level to continue activities of the Planning and Programming Office.</p> <p>3. That the volunteer network throughout the U.S. remains as a resource supplementing and complementing the work of the OEF.</p>

ADDENDUM TO OEF PROP No. I

The following clarifications and modifications to the grant have been suggested:

1. The Regional Program Developers are stationed in Washington, D.C. but will travel extensively in their respective regions. The reference to modest office space and equipment (i.e., typewriter, etc.) is not meant to indicate the establishment of a "field office", rather, due to the expected amount of time to be spent in the field, it is felt that some central point in the regions should be established as a mail stop and a place where interim reports can be prepared on activities and progress during the Regional Program Developers' stay in the field. It is expected that a local PVO in the city selected as the contact point will be able to provide the necessary space and support, though some funds are budgeted to insure that the OEF is not a burden to the host organization.
2. Implicit in the grant is the development of an evaluation system for OEF's programs. It is the intent of OEF to hire consultants under the grant to design and implement the evaluation system. While it was originally conceived that the system would be run by consultants for the first two years of the grant, it has jointly been decided that the following modification be made. The consultant will be employed during the first six months of the grant to design the initial system, and it will be reviewed by AID/PHA/PVC. The consultant will further develop the system for the rest of the first year of the grant. Starting in the second year, instead of hiring a fourth Regional Program Developer, and Evaluation and Training Officer will be added to take over the evaluation system.

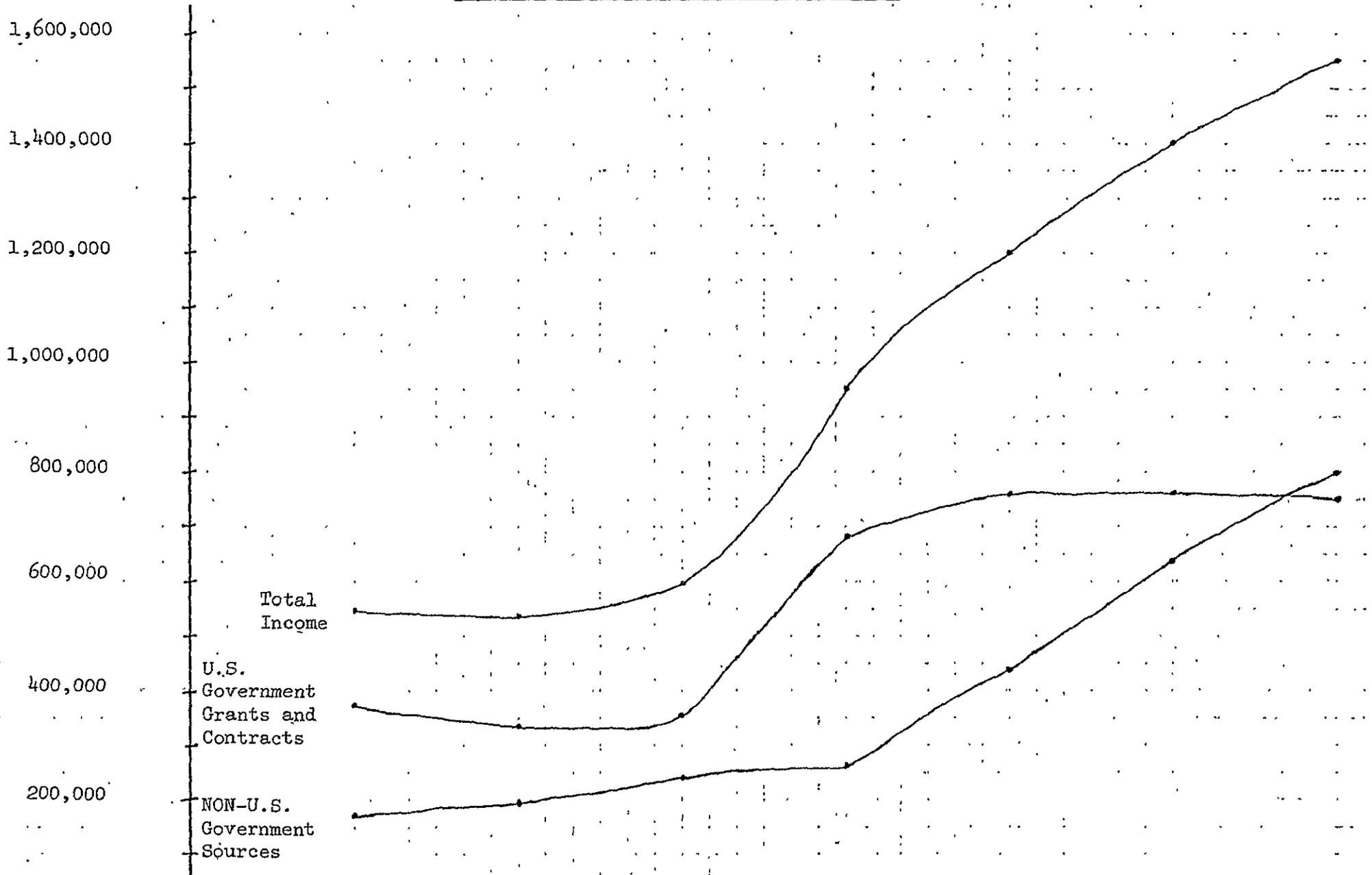
3. In light of the above, the fourth Regional Program Developer (RPD) will be added the third year of the grant; with the implementation plan thus being modified to delete this activity in the second year.

4. Because of the expected improvements within OEF, resulting from the grant, as well as the more focused approach to be initiated, an intensive review of the grant will be made after 21 months. This will give the OEF adequate time to install its new procedures, internal training and evaluation system, as well as have on going projects in process. The review will give firm indication as to the advisability of funding those items found in the third year of the grant, now including the start-up of a new regional program.

5. The PROP did not contain much information on the income and sources of income, nor of the projected expenditures of OEF. The attached information has been supplied by that organization to more clearly indicate the current and projected figures.

Att: Set of 6 Tables on Income
and Projected Expenditures.

OVERSEAS EDUCATION FUND OF THE LEAGUE OF WOMEN VOTERS
TOTAL INCOME AND SOURCES OF INCOME
FISCAL YEARS 73 - 79 (July 1 - June 30)



OVERSEAS EDUCATION FUND OF THE LEAGUE OF WOMEN VOTERS
TOTAL INCOME AND SOURCES OF INCOME
FISCAL YEARS 73 - 79 (July 1 - June 30)

Fiscal Year Total Income NON-U.S. Government Sources* U.S. Government Grants and Contracts

1973	543,216	168,064	375,152
1974	534,908	194,640	340,268
1975	599,801	243,775	356,026
1976	950,000	264,115	685,885
1977	1,200,000	440,000	760,000
1978	1,400,000	640,000	760,000
		795,000	755,000

OVERSEAS EDUCATION FUND OF THE LEAGUE OF WOMEN VOTERS

TOTAL INCOME AND SOURCES OF INCOME

FISCAL YEARS 1973 through 1979
(July 1 - June 30)

FISCAL YEAR '73

TOTAL INCOME: \$543,216

SOURCES OF INCOME

<u>Private</u>		\$ 98,741
foundations and corporations	\$ 68,507	
individuals	30,234	
<u>Government Contracts</u>		375,152
<u>Dividends and Interest</u>		30,533
<u>Sale of Publications</u>		1,064
<u>Other</u>		37,726
50th anniv. fund-raising drive	14,922	
carry-over from previous year	25,970	
miscellaneous	267	
LESS (losses and refunds)	(3,433)	
		<hr/>
	TOTAL	\$543,216

FISCAL YEAR '74

TOTAL INCOME: \$534,908

SOURCES OF INCOME

<u>Private</u>		\$135,157
foundations and corporations	\$100,568	
individuals	34,589	
<u>Government Contracts</u>		340,268
<u>Dividends and Interest</u>		31,099
<u>Sale of Publications</u>		3,845
<u>Other</u>		24,539
carry-over from previous year	23,956	
miscellaneous	2,280	
LESS (losses and refunds)	(1,697)	
		<hr/>
	TOTAL	\$534,908

FISCAL YEAR '75

TOTAL PROJECTED INCOME: \$599,801

SOURCES OF INCOME

<u>Private Sector</u>		\$137,178
foundations and corporations	\$97,660	
individuals	39,518	
<u>Government Contracts</u>		356,026
<u>Interest and Dividends</u>		30,000
<u>Sale of Publications</u>		4,000
<u>Other</u>		72,597
carry-over from previous year	71,353	
miscellaneous	1,244	
		<hr/>
	TOTAL	\$599,801

FISCAL YEAR '76

TOTAL PROJECTED INCOME: \$950,00

SOURCES OF INCOME

<u>Private</u>		\$198,615
foundations	\$113,615	
corporations	25,000	
individuals	60,000	
<u>Government Grants and Contracts</u>		685,885
AID - DPG	200,000	
<u>Dividends and Interest</u>		30,000
<u>Sale of Publications</u>		4,000
<u>Other</u>		31,500
carry-over from previous year		
		<hr/>
	TOTAL	\$950,000

FISCAL YEAR '77

TOTAL PROJECTED INCOME: \$1,200,000

SOURCES OF INCOME

<u>Private</u>		\$ 400,000
foundations	\$225,000	
corporations	75,000	
individuals	100,000	
<u>Government Grants and Contracts</u>		760,000
AID - DPG	300,000	
<u>Dividends and Interest</u>		33,000
<u>Sale of Publications</u>		7,000
		<hr/>
	TOTAL	\$1,200,000

FISCAL YEAR '78

TOTAL PROJECTED INCOME: \$1,400,000

SOURCES OF INCOME

<u>Private</u>		\$ 500,000
foundations	\$290,000	
corporations	110,000	
individuals	100,000	
<u>International External Aid Agencies</u>		100,000
United Nations, Organization of American States, Pan American Union, foreign governments.		
<u>U.S. Government Grants and Contracts</u>		760,000
AID -- DPG	\$325,000	
<u>Dividends and Interest</u>		33,000
<u>Sale of Publications</u>		7,000
		<hr/>
	TOTAL	\$1,400,000

FISCAL YEAR '79

TOTAL PROJECTED INCOME: \$1,550,000

SOURCES OF INCOME

<u>Private</u>		\$ 600,000
foundations	\$350,000	
corporations	150,000	
individuals	100,000	
(Includes \$200,000 to replace DPG)		
<u>International External Aid Agencies</u>		150,000
United Nations, Organization of American States, Pan American Union, foreign governments.		
<u>U.S. Government Grants and Contracts</u>		755,000
<u>Dividends and Interest</u>		35,000
<u>Sale of Publications</u>		10,000
		<hr/>
	TOTAL	\$1,550,000



of the League of Women Voters

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OVERSEAS EDUCATION FUND -- A CHRONOLOGY IN THREE PARTS

The Overseas Education Fund was established by the League of Women Voters of the United States in May, 1947. Designated the Carrie Chapman Catt Memorial Fund under the original Articles of Incorporation in New York, New York, in December of 1947, the organization's name was changed to the Overseas Education Fund of the League of Women Voters (OEF) when it was reincorporated in June of 1961 in Washington, D. C.

The purpose of the OEF is to encourage and assist, within the framework of the national cultures of other countries, active and responsible citizen participation in national and community development. At the close of World War II the League of Women Voters of the United States received numerous requests for assistance in citizenship education from all over the world. Since the League did not have the financial or personnel resources to meet these requests, its members established a nonprofit, educational affiliate for that purpose. OEF offers opportunities to men and women in other countries to acquire knowledge of government structure and operation, the techniques of citizen participation in government, and the role of voluntary civic organizations in community development.

In addition to the projects listed below, the OEF has from the beginning and continues to (a) brief foreign civic leaders in the U.S. on the role of voluntary organizations and U.S. citizens, (b) plan tours for civic leaders brought to the United States from all over the world and (c) produce educational materials in foreign languages.

PART ONE - 1949-1965

- 1949 - Consultant to Italy (repeated '52, '58, '64)
Grants to Unione Nazionale per la Lotta contro l' Analfabetismo
(repeated '50, '51, '56) for teacher training
Training for one Japanese and seven German women in the U.S.
Grants to a Study Home in Berlin (repeated '51, '54)
Publication of training tools - ongoing through 1973
- 1951 - Grant to Philippines League of Women Voters (repeated '52)
Training for Japanese graduate students (repeated '52, '54)

- 1952 - Consultant to France and to the Hague
U.S. training for a woman from the Netherlands
Grants for employment of a rural organizer in France, and for
a conference and publication on citizen education in Germany
(Hesse, Munich)
- 1953 - Consultant to Burma, Malaya, Indonesia, Japan, Philippines
Grants to Greece for teacher training in civic education of
illiterates (repeated '55) and to India for a publication
(Allahabad, repeated '54)
- 1954 - Consultant to Haiti
Training for women from Philippines and Netherlands in U.S.
Grant to Austrian Association for the U.N. for high school study
groups (repeated yearly through 1960); to the International
Alliance of Women to bring women from underdeveloped nations
to its international conference in Copenhagen
- 1955 - Consultants to England and to Trinidad-Tobago
Grant to International Alliance of Women for publication
- 1956 - Consultant to Brazil, Uruguay, Peru, Costa Rica, Guatemala
Training of U.S. Government employee for work in Germany and of
woman from Sierra Leone
Grants to Indian Literacy Board for publication (repeated '60)
and to International Alliance of Women for staff (repeated
yearly through '64)
- 1957 - Consultant to Argentina
- 1958 - Training in U.S. of women from Argentina
Grant to Brussels Worlds Fair
Consultants to Latin America: ongoing through 1973
- 1959 - Consultant to Korea, Japan, Formosa, Philippines, Malaya, Burma,
Thailand (into 1960)
Training of Colombian women in U.S.
- 1960 - Training in U.S. of Peruvian women; of Asian women; of Vietnamese
men
- 1961 - Intensive seminar (3 weeks) for Latin and Central American women
in U.S. (in Spanish)
Grant to civic organization in India
U.N. project in U.S.
- 1962 - Short courses for Congolese and Kenya men
Training in U.S. of Kenya women; of Venezuelan women (latter in
cooperation with UNESCO)
Grant to Uganda women's organization for publication
U.S. seminars for Latin American women

- 1963 - U.S. Leadership Institute (9 mo.) for Latin American women
Short courses for men from Turkey, Nigeria, Trinidad, women
from Iran, and wives of ambassadors to U.S.
Seminar for Cubans in Miami
Grant to India for publication
Consultant to Turkey
Seminars for Latin American women in U.S.
- 1964 - Consultant to India
U.S. training of Panamanian women; of Malaysian men
Workshop for Central American women leaders
Seminars in Portuguese for Brazilian women; in Spanish for Latin
American women
U.S. Leadership Institute (9 mo.) for Latin American women
Follow-up in Latin America for Institute graduates
U.S. tour for women from Africa (in cooperation with Women's
Africa Committee)
- 1965 - Consultant to India
Workshops in Puerto Rico and Central America for women leaders
U.S. seminars for Latin Americans
U.S. Leadership Institute (9 mo.) for Latin American women
U.S. training tour for African women (see 1964)
Follow-up in Latin America for Institute graduates

PART TWO - Country highlights, 1966-1969

- 1966 - Bolivia
National workshop on "Woman in Today's Community," La Paz,
April 14-23; 24 participants
- Panama
Central American workshop, "Democratic Civismo: a New Dimensi
in Modern Volunteer Work," Panama City, May 23-31; 33 par-
ticipants
- Puerto Rico
Training project in cooperation with the Inter-American Com-
mission of Women, University of Puerto Rico and in Wash-
ington, D. C., January 31-March 31
- United States
OEF Leadership Institute, Pembroke College, Brown Universi
September 1966-April 1967; 16 participants
Multinational Seminar, "The Role of the Citizen in the Proc
of Development," October 9-21; 13 participants
- USSR
Consultant to USSR, December

1967 - Argentina

Cordoba workshop, "New Dimensions in Volunteer Work,"
May 3-13; 25 delegates

Bolivia

National workshop, "Women's Role in National Development,"
Cochabamba, May 24-June 3; 28 delegates, 75 observers

Central America

Ford Rover Project - staff consultant to Central America
for fund-raising, October

Chile

Evaluation workshop of the 1965 OEF Institute for Latin
American women leaders, Santiago, June 17-24

Costa Rica

Workshop for Central American women leaders, San Jose,
April 23-30; 39 participants

Dominican Republic

First OEF field representative assigned half-time

South America

Ford Rover Project - Board member to South America for fund-
raising, November-December

United States

Short course for Latin American diplomatic community, April 11,
18 and 25; 22 participants

Leadership Institute, Boston University, September-December; 25
participants from South America

Multinational Seminar on "The Role of the Citizen in the Process
of Development," October 9-20; 14 participants

U.S.-USSR

U.S.-USSR Exchange - four women from and to Russia, June and
September, respectively

1968 - Argentina

Workshop, "Planning and Carrying Out a Workshop Meeting," San
Juan, May; 20 delegates, 21 observers

Workshop, "Community Action," University of Cuyo, Mendoza,
June 10-22; 25 delegates, 30 observers

Asia

Two-month tour of five Asian countries by OEF volunteer on
American Specialist grant from U.S. Department of State

1968 - Bolivia

- Seminar, "Planning and Carrying Out a Workshop Meeting," Cochabamba, March 16-20; 26 participants
- Workshop on "Volunteer Workers," Trinidad, May; 100 participants

Dominican Republic

- Seminar for women governors (24) and volunteers (23) on the "Role of Women in the Process of Development," January 28-February 3
- Four regional seminars on the "Role of Women in the Process of Development," March 10-April 5; 132 participants
- Women's civic seminar, "The Responsibility of Women in the Development Process," October 23-28; 17 participants

Guatemala

- Workshop for Central American women leaders, "Central American Civic Development and its Promotion by Women Citizen Organizations," Antigua, June 27-July 6; 36 participants

Mexico

- Seminar, "Perfecting the Work of the Volunteer in Modern Times," Mexico City, February 11-17; 28 delegates, 70 observers

United States

- U.S. tour for a Thai election official, March 4-June 5
- Leadership Institute, Boston University, September-December; 18 Latin American women
- Seminar for 35 U.S. women going abroad, September
- U.S. tour for official of LWV of Japan, October 2-November 12
- Multinational Seminar, "The Role of Women in Civic Development," October 11-25; 14 participants

1969 - Argentina

- Cursillos on fund-raising techniques held in Bahia Blanca, Buenos Aires, Cordoba, Rosario, San Juan, Mendoza; November-December

Asia

- OEF Board member consults with leaders in Southeast Asia (attending PERWARI Congress in Indonesia), October 1969-January 1970

Bolivia

- Technical assistance to Regional Seminar "La Mujer en el Hogar Minero," Catavi, July
- Field visit with representatives of CONIF in Tarija, November
- Technical assistance to IACW Seminar on the incorporation of women of rural areas into the development process of the communities, La Paz, November
- Field visit to meet with the Board of Directors of CONIF and Union Civica, Cochabamba, December
- Technical assistance to CONIF meeting of presidents and secretaries, La Paz, December

1969 - Central America

Ford project: Trips to Central America to teach fund-raising techniques, March 4-27, April 22-June 4

Colombia

ACOVOL Seminar on voluntary work, Bogota, March 9-16
Training course on "Group Work and How to Run a Meeting,"
sponsored by the National Board of UCC, Bogota, December 5-6
Cursillos on fund-raising techniques in Bogota and Cali, July

Costa Rica

Seminar held by the Organizacion de Ciudadanas Costarricenses
on "The Citizen: His Politico-social Function," October 5-11;
21 delegates

Dominican Republic

Cursillo on organizational techniques, Santiago Rodriguez,
February 7-9; 35 participants
Seminars on responsibility of women in the process of develop-
ment: Northern Provinces, February 14-19; Southern and
Eastern Provinces, February 21-26; 42 delegates
Cursillo on organizational techniques, El Seibo, February 28-
March 2
Training program on human relations, conceptualization of
Dominican development, and organizational techniques, June 8-21
18 participants
Cursillo on organizational techniques, Azua, July 4-6; 22 partici-
pants
Seminar for provincial governors, October 16-19; 16 participants
Regional training conference, Southwest Provinces, October 23-26;
18 participants

Ecuador

Technical assistance to the Secretariado del Servicio Voluntario
de Pichincha re "Role of the Volunteer," Quito, November 16-22

Guatemala

Central American training program on human relations, concept-
ualization of development, and organizational techniques,
April 11-30; 36 participants
Seminar by Alianza Civica de Asociaciones Femeninas on municipal
government, May 5-30.
Seminar by Alianza Civica de Asociaciones Femeninas on "The Citi-
zen: His Politico-social Function," October 22-30; 28 delegat

Honduras

Cursillo by Organizacion Hondurana de Ciudadanas on organizati-
on techniques, March 20-23

Mexico

Evaluation of 1968 Seminar on "Improvement of the Volunteer in
Modern Age," Comite de Servicio Social y Cultural, A.C. Mexi
February 12-14; 35 participants, 20 observers

1969 - Nicaragua

Third Civic Seminar of Organizacion Civica Nicaraguense de Ciudadanas on problems of Nicaraguan childhood and their possible solutions, October 13-18; 120 delegates

Panama

Seminar by Union de Ciudadanas de Panama on women in community service, March 13-16; 25 delegates

Seminar by Damas Guadalupanas of Panama on human relations and organizational techniques, November 17-22; 27 delegates

United States

Seminar for 26 U.S. women going abroad, February

Multinational Seminar, "The Role of the Citizen in Civic Development," October 17-November 22

Institute, Boston University, September-December

Briefings of visiting foreign civic leaders by OEF volunteers

PART THREE - Country highlights, 1970 - June, 1972

1970 - Argentina

Trip by ex-becaria to Washington for consultation re Mendoza Center for Training and Development, January

Curso in Mendoza on community participation, May 8-24, for 26 women (19 Argentines, 4 Chileans, 3 Paraguayans)

Ford Project work in Buenos Aires, autumn

Bolivia

"Curso Boliviano de capacitacion civico-social," Montero, Santa Cruz, April 11-26, for 24 women

Series of cursillos on civic education and organizational techniques for CONIF, summer/fall

Colombia

Work with UCC in Santa Marta, Bogota, Medellin, and Cienaga, February/March

Seminar for Latin American leaders of social welfare and voluntar organizations, Bogota, August, 22 participants; sponsored by ACOVOL with OEF technical assistance

Ford Project work in Cali, autumn

Costa Rica

Seminar by the OCC on human relations, February; 38 participants

Work to develop Civic Institute sponsored by OCC, autumn

Dominican Republic

Regional conference series, January, February, June

Seminars for volunteers, autumn

1970 - Ecuador

Work with the Secretariado General de Servicios Voluntarios (SEGESVOL), Quito, February/March
Technical assistance for Fifth IACW leadership training course, Quito, February
Work with ex-becarias in Guayaquil, March, October

Korea

Leader exchange with League of Women Voters of Korea begins with visits to Washington, Denver, San Francisco by Vice President, October/November

Nicaragua

Workshop for 37 women from Central America, Panama and the Dominican Republic, Managua, June 18-27; co-sponsored by the Nicaraguan Civic Organization of Women Citizens and OEF; theme: "Coordination of Voluntary Associations as a Dynamic Force for Civic-Social Action."

Panama

Work with the National Volunteer Service on a training program for youth, January; 165 delegates
Seminar on "The Importance of Human Relations in Volunteer Work," sponsored by the Union de Ciudadanas de Panama, October; 20 delegates

United States

Institute based at Boston University, September-December; 18 Latin American women
Multinational Seminar based in Washington, October/November; 14 Latin American women

1971 - Argentina

National conference for OEF ex-becarias, Cordoba, March 17
Seminar on human relations, co-sponsored by the Universidad del Museo Social Argentino and the Centro de Cultura Civica, with OEF technical assistance; Buenos Aires, July 3-4
Consultations in Buenos Aires and Mendoza, November 23 - December 4, with ex-becarias re formation of a civic education center and August 1972 curso

Bolivia

Work with CONIF in La Paz, January
Cursillo in Tarija for CONIF members, May
National conference for OEF ex-becarias, Cochabamba, June 19-24
Work in La Paz, Cochabamba, Sucre, Tarija, Trinidad, Riberalta, Guayaramerin and Santa Cruz with OEF egresadas and other CONIF members, November 21-December 21
Work in La Paz, Potosi, Oruro with OEF egresadas and CONIF members, January 11-February 8

1971 - Chile

Meeting with ex-becarias, February 21-25
OEF representative observes IACW conference, Santiago,
April 15-22

Colombia

Work with ADEVOL, UCC, Red Cross in Medellin, Santa Marta, and
Bucaramanga, February
National conference for OEF ex-becarias, Bogota, March
Work with CODAFE, VOLVALLE, ACOVOL, SAMARIOS ANONIMOS, COVOLMAG,
CODEVOL in Barranquilla, Santa Marta, Bogota, Manizales, April
Work with prison volunteers, FDR Institute, Child Welfare Com-
mittee, Fundacion Nino Jesus, Corazon de Maria, La Milagrosa
Ibague, Bogota, Pasto, May
Work with social welfare volunteers in Bogota, Manizales, Arme
June
Technical assistance to ACOVOL seminar on "Towards the Maturity
of the Volunteer," 50 participants, June 1-4
Technical assistance to ACOVOL workshop for social workers and
volunteers; June
Technical assistance for curso for 36 participants on volu-
teer training, Versailles, July
Technical assistance for COVOLMAG seminar on "Human Relations
Applied to the Administration of a Voluntary Agency," San
Marta, August

Costa Rica

Civic Institute sponsored by AID-OCC; 25 participants, January
National conference for OEF ex-becarias, March 25-28
First convention of hospital voluntary group sponsored by
Ladies with OEF assistance; 60 participants, June
Ongoing technical assistance for OCC-sponsored training pro-
gram June-December

Dominican Republic

Fourth governors' seminar, February 8-12
National conference for OEF ex-becarias, May 14-19
Ongoing curseos for community leaders focusing on group
the community and regional levels
Fifth governors' seminar, Jarabacoa, October 18-21
OEF technical assistance for the seventh IACW training of
women leaders, Santo Domingo; 29 delegates from 10 countries
November 1-17

Ecuador

National conference for OEF ex-becarias, Quito, April
Technical assistance for SEGESVOL curseos, Quito, April
Work with the Banco de la Providencia, Quito, November
Technical assistance for SEGESVOL seminar on human relations
applied to the administration of voluntary organizations
Quito, November 22-26

1971 - El Salvador

Cursillo sponsored by the Organization of Women Citizens of El Salvador on "The Voluntary Group and How to Make it Effective," April 27
National conference for OEF ex-becarias, April 30-May 2
Technical assistance on human relations in voluntary organizations to the Organization of Women Citizens of El Salvador, October

Guatemala

Seminar sponsored by the Civic Alliance of Women's Organizations on program planning, February
National conference for OEF ex-becarias, March 18-21
Technical assistance to the Organization of Women Citizens of Guatemala on program planning, October

Honduras

Seminar sponsored by the Honduran Organization of Women Citizens of Tegucigalpa on "The Citizen: His Political/Social Function February 5-7
National conference for OEF ex-becarias, May 6-8
Technical assistance for human relations course sponsored by the municipal government of San Pedro Sula for 60 employees, July 20-24
Work with the Women's Union of Gracias, Department of Lempira, Technical assistance for seminar sponsored by the Honduran Organization of Women Citizens in San Pedro Sula on "The Coordination of Voluntary Associations to Promote Community Improvement," 32 participants, July 19-23
Ongoing technical assistance to the Honduran Organization of Women Citizens in Tegucigalpa, June-December

Indonesia

OEF technical assistance given at PERWARI workshop on participation of women in community development and family planning for women, Jakarta, October 3-10

Korea

OEF Executive Director completes leader exchange with League Women Voters of Korea, June/July

Malaysia

OEF technical assistance for National Council of Women's Organizations workshop series on program planning for 30 women, Lumpur, November, December
OEF participation in Federal Land Development Agency training session, Kuala Lumpur, November
Meeting with Ministry of Education committee on citizen education Kuala Lumpur; November/December

Mexico

National conference for OEF ex-becarias, February 26-28

1971 - Nicaragua

National conference for OEF ex-becarias, April 15-18
OEF assistance for study program sponsored by the Coordinating
Committee of Women's Associations; 46 participants, Managua,
July

Panama

National conference for OEF ex-becarias, February 11-14
Work with the Union of Women Citizens of Panama on the develop-
ment of a secondary school civic education program
Work with the Active School, a newly-organized school modeled on
the Montessori method
Work with women members of the Kuna molá cooperative
Work with the Social Welfare Council of Panama on a civic seminar
for youth

Paraguay

National conference for OEF ex-becarias, March 19

Peru

National conference for OEF ex-becarias, Huampani, February 19-22
Work with ex-becarias in Lima to plan the 1972 curso, October 16
November 12

United States

Institute based at Boston University for 21 Latin American women
September-December
Multinational Seminar based in Washington for 14 Latin American
women, October/November

Country highlights follow for the first six months of 1972.

1972 - Bolivia

Curso on volunteer training co-sponsored by CONIF and OEF
egresadas, 21 participants, April 8-12

Colombia

Work with COVOLMAG (Santa Marta) and ADEVOL (Medellin), February
Feasibility study for long-term training program in Latin
America, April
Work with UCC (Bogota) and CODEVOL (Manizales), April/May
Work with VASED and CODAFE (Barranquilla), May
Work with UCC (Manizales), volunteers of Armenia, ADEVOL
(Medellin), June
Work with two barrio groups in Bogota, June

Costa Rica

Feasibility study for long-term training program in Latin
America, May
Technical assistance rendered to the following groups: Youth
Group of Hatillo, hospital volunteer of San Jose, Cartago
and Turrialba, election officials of Parrita, Doctors' Wi

1972 - Costa Rica

Association of San Jose, parents group of the Escuela Nueva of San Jose, officials of the Instituto Mixto de Ayuda Social in San Jose, volunteers in Cartago, February - June

Dominican Republic

Ongoing work with community leaders at the local and regional levels, June

Ecuador

SEGESVOL training team gives basic course to Banco de la Providencia volunteers, January

Ongoing technical assistance to SEGESVOL, April/May

El Salvador

Work with OEF egresadas to form a Volunteer Training Committee, March, June

Technical assistance to the women's volunteer committee pro-Familia of the Salvadoren Demographic Association, San Salvador, June

Guatemala

Work with the Organization of Women Citizens of Guatemala and Civic Alliance of Women's Associations, Guatemala City, April

Honduras

Technical assistance to the Honduran Organization of Women Citizens for a seminar on civic orientation in the schools, June

Work with the Committee for the Coordination of Voluntary Associations, June

Indonesia

Work with BUTSI, a government program for volunteers in community service, on a training manual, Jakarta, January/February

Work with the Department of Social Affairs on a program plan workshop series, Jakarta, February

Work with AISYIYAH, a national Moslem women's organization, two workshops dealing with the Muhammadiyah concept of welfare and family planning, Jakarta, December

Malaysia

Work with the National Council of Women's Organizations on handbook for leaders, Port Dickson, April

Mexico

OEF representative observes seminar on women sponsored by Social Service and Cultural Committee of Mexico City; participants, February

Nicaragua

Ongoing technical assistance to the Civic Organization of Citizens of Nicaragua in the development of a training capability, March

1972 - Panama

Curso for 24 Central American leaders on voluntary action and the family, co-sponsored by the OEF and the egresadas of Panama, May 13-28

Peru

Curso on training of community leaders for 23 men and women co-sponsored by OEF egresadas and the National Secretariat of Private Social Welfare Organizations, March 4-19

United States

Special leadership program for 4 Indonesian and 3 Malaysian women, May 26 - July 1

JF:arm
3/5/73

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Progress in Carrying Out Recommendations of the Pines Study

The major recommendations of the Pines study of September 1972 which referred only to the OEF Latin American Program, called for:

- 1) "Clear institution-building goals" - with "self-sufficient Latin American institutions as a long-term objective."
- 2) Specific country goals and plans, arrived at with maximum involvement of Latin Americans, with "concepts of civic participation and civic education defined in terms of specific post-training behaviors and results."
- 3) Preparation of local trainers capable of conducting activities independently.
- 4) Participant-selection criteria derived from country program goals.
- 5) Multinational training limited to graduates of local (i.e. in-country) training "likely to assume or remain in educational or executive positions related to country program goals."
- 6) Sponsorship of and assistance to staff of local (i.e. Latin American) groups.
- 7) Inclusion in training not only of group skills and processes, but also of "skills and knowledge from the problem areas in which the interpersonal techniques are to be applied."
- 8) Expansion of the participation of trade union members, poor people, and "politically sophisticated professionals."
- 9) Additional training for OEF staff.
- 10) In the area of board/volunteer-staff relations and management:
 - a) clarification and observation of "the distinction between policy-making and activities to implement policies."
 - b) identification of program activities to be performed by volunteers, and assignment of staff to supervise such volunteer performance.
 - c) provision of policy guidance to staff, and delegation of authority for implementation to them.

Following is a summary of progress made toward carrying out these recommendations:

- 1) Institution-building goals: In its formal action on the Pines Study, the OEF Board of Directors reworded the goal of OEF

to emphasize assistance "in the growth of strong institutions." It declared that "the OEF is engaged in institution-building in Latin America -- institution being understood to mean an organization of persons and resources designed to achieve specific purposes or goals and expected to operate over time, and/or the incorporation of attitudes, habits of thought, and modes of behavior which become self-sustaining in nature." The Board concurred with the Pines study on the need to develop country plans with clear objectives; on the importance of clearly identified target institutions; on the necessity of clear provision for systematic follow-up.

2) Country plans: Since the renewal of our regional contract with AID in the spring of 1973, OEF field representatives in Latin America have been working within the terms of detailed three-year Country plans. These plans specify a focus upon selected target institutions, all of which are coordinating groups or member organizations of coordinating of coordinating groups in the fields of volunteer social welfare and civic activity. The plans state a general goal for each country and specific goals for the target institutions, indicating what results are expected at the end of each year. They were discussed at length with the leaders of each target institution, and a written understanding was arrived at, as to objectives and means.

OEF field representatives work with these institutions toward the achievement of self-sufficiency in two ways: first as consultants in organization development, and second as trainers of training teams. The aim of the first aspect of this two-pronged effort is to build a strong, well-functioning organization with an understanding of the purposes of coordination. The aim of the second aspect is for each target institution to have its own trainers, who will be prepared in turn to provide progressive four-level training for the leaders and volunteers of its member organizations. In the area of organization development, OEF field representatives have been conducting short courses on the nature of coordination for the boards of directors of the coordinating agencies, especially in Costa Rica, Ecuador, Peru, and Bolivia, where these agencies are newer and/or less experienced than the Colombian counterparts. Meanwhile the coordinating agencies have been collecting baseline data from their member organizations, as a basis both for program development and for evaluation of progress.

3) Preparation of local trainers: In the area of preparing training teams, the field representatives have designed a four-level training program, based in part on material developed over the past several years by ACOVOL (Coordinating Agency of Volunteer Services) in Bogota with OEF consultant help. In Colombia itself, with technical assistance from ACOVOL, the oldest group, as well as from the OEF field representative, several regional coordinating groups now have their own training teams prepared to give the first or second level of training and in a few cases all four levels. In Quito, Ecuador, SUGESVOL's training team has given the first and second levels of

training to volunteers of its member organizations. In Lima, Peru, in April and June, the SWIPBS training team gave the first two of four scheduled basic-level courses. In Bolivia, OEF field representatives are preparing teams of trainers in each of the nine departmental federations of CONIF.

Note on 2) and 3): It should be noted that the AID regional contract covers the OEF program only in Bolivia, Colombia, Costa Rica, Ecuador, and (to a limited extent) Peru. Thanks to a grant from the Lilly Endowment, an OEF field representative is now working part-time in Central American countries other than Costa Rica. While country plans have not been developed for these countries, she concentrated her preliminary consultation on a target institution in each of three countries: El Salvador, Guatemala, and Panama, and will probably help them prepare training teams.

The Dominican Republic is also an exception to the country-plan pattern. There the program has been funded by the AID Mission rather than by AID-Washington under the regional contract. With a background of a protracted dictatorship and more recent civil war, development of a strong major institution in the Dominican Republic has been difficult. The field representative has worked on the one hand with the women provincial governors and with local and regional groups of volunteers. The volunteers are now in the process of forming a national organization with civic education goals. The Pines study expressed approval of this general direction in the Dominican Republic and suggested the need for a full-time representative (who could be a national) to strengthen the embryonic organization. At present, the AID Mission does not expect to provide funding in 1974-75 for more than two short follow-up visits by an OEF consultant.

4) Participant selection: In the past year, participants in in-country program activities have all been board members of coordinating groups, or board members or volunteers of member organizations of these groups.

5) Multinational training: At present OEF's only multinational program activity, and its only U.S.-based program for Latin Americans, is the Multinational Seminar. Participants in the 1973 Multinational Seminar were all either members of boards of directors or staff executives of target institutions, thus tying the seminar closely to the country plans. Theme of the seminar was "coordination of resources for community action." The participants have all been active in the development of their institutions since their return to their countries.

6) Staff of local groups: OEF has moved in this direction in two countries to date. In Quito, Ecuador, OEF is sponsoring for local training a staff person (an OEF egresada) selected by SEGESVOL. At the end of her training, OEF will pay her salary for six months, after which she will be paid by SEGESVOL. In Bolivia, it is hoped that financial responsibility for the Bolivian national field rep-

representative, who joined OEF's staff in 1973, will be assumed by CONIF after three years.

7) Inclusion of "skills and knowledge from problem areas": The OEF Board noted, in its consensus of the Pines study, that the "relationship of content and process in OEF is best stated: 'OEF training will lead through process and content to action.'" The skills and knowledge from problem areas - or content - of OEF programs under the present three-year country plans are essentially related to organizational development and coordination. Coordination is the chief substantive content of the training courses being given under the country plans, as it was of the 1973 Multinational Seminar and will be of the next two Seminars. Emphasis is also being placed on the importance of the self-help concept in member organizations. The baseline data on member organizations of the coordinating agencies is expected to help identify major problem areas in which substantive skills are needed. In addition it is hoped that the new staff position of program development specialist will help OEF identify program areas of greatest interest to Latin American women. This specialist will be responsible for developing future program with stress on appropriate content. She will also seek and find consultants in substantive fields.

Meanwhile the UCC (Union of Colombian Women Citizens), with the guidance of OEF volunteer consultant Mona Gordon of the Puerto Rican LNW, is studying legal discrimination against women. OEF hopes that this national study will lead to an action program in the field of women's rights. OEF efforts over several years to move the OCC (Organization of Costa Rican Women Citizens) into a civic action program have not been successful.

OEF is exploring the possibility of a seminar on the status of women and the population problem for women of the English-speaking Caribbean countries.

8) Expansion of participation of trade unionists, the poor, "politically sophisticated professionals": The importance of participation by the beneficiaries of target institutions' activities in the decisions affecting them is constantly stressed in OEF programs. Member organizations of the target institutions, notably of CONIF in Bolivia, represent a wide range of socio-economic levels. The need for wider representation is one of which OEF staff and committees are always conscious, and one which we continue to explore.

9) Staff training: In the past year, the staff has worked in one-day training sessions with Dr. Shirley McCune, an organization specialist of the National Education Association, and with Dr. Billie Alban on training design. There have been two fruitful three-day sessions with Professor Miguel Bernal of the University of West Florida on organizational development; the staff will work with him again for five days in July. A new position of Field Program Supervisor has been created, to be assigned to Amparo Giraldo, formerly the field representative for Colombia. A specialist in coordination,

Ms. Giraldo will help strengthen staff capabilities in this area.

10) Board/volunteer-staff relations and management: Last year the Board accepted the recommendations of a special Management Project Committee, defining policy vs. implementation and Board, committee and staff functions, and making certain recommendations for change. In January of this year, the chairperson of the Personnel Committee reported in detail to the Board on progress in implementing the MPC's recommendations.

What constitutes policy and what constitutes implementation needs further clarification in the minds of staff and volunteers, as does the relation between program advisory committees and staff on the one hand and program advisory committees and the board on the other. The Executive Director and Personnel Committee are working on this.

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1730 M Street, N.W., Washington, D.C. 20036

1/21/75
revised

BOARD OF DIRECTORS

1975

<u>OFFICERS</u>	<u>TELEPHONE</u>	<u>TERM EXPIRES</u>
CHRISTOPHERSON, Kathryn (Mrs. William M.) (President) 2211 Cherokee Parkway Louisville, Kentucky 40204	502/451-4579	1976
KARLOW, Elizabeth R. (Mrs. S. Peter) (First Vice- 7313 Helmsdale Road Bethesda, Maryland 20034 President)	301/229-3666	1977
HOLLAND, Blossom (Mrs. Edward P.) (2nd Vice- 6403 Ruffin Road Chevy Chase, Maryland 20015 President)	301/652-0597	1976
SPENCER, Paula (Mrs. Robert M.) (3rd Vice- 3461 North Edison Street Arlington, Virginia 22207 President)	703/536-8504	1977
FRAENKEL, Margie (Mrs. Hans-Arnold) (Treasurer) 161 West Hartsdale Avenue Hartsdale, New York 10530	914/946-5036	1977
LEAVITT, Margaret (Mrs. Howard B.) (Secretary) 8223 Lilly Stone Drive Bethesda, Maryland 20034	301/365-1107	1976
<u>DIRECTORS</u>		
ARENT, Mr. Albert E. Arent, Fox, Kinter, Plotkin & Kahn 1100 Federal Bar Building 1815 H Street, N.W. Washington, D.C. 20006	202/347-8500	1976
ARGERSINGER, Marnie (Mrs. William) 325 Park Hill Terrace Lawrence, Kansas 66044	913/843-2730	1976
COOPER, Joy (Mrs. Robert L.) 9 Taconic Road Ossining, New York 10562	914/941-6729	1976
FRANKEL, Raquel (Mrs. Hyman) 1816 Redwood Terrace, N.W. Washington, D.C. 20012	202/291-5934	1976
HINERFELD, Ruth Jean (Mrs. Norman) 11 Oak Lane Larchmont, New York 10538	914/834-7799	1976

<u>DIRECTORS</u>	<u>TELEPHONE</u>	<u>TERM . EXPIRES</u>
INMAN, Mr. Harry Patton, Boggs, Blow, Verrill, Brand & May 1200 - 17th Street, N.W. Washington, D.C. 20036	202/223-4040	1976
LANGSTAFF, Mr. E. Kennedy Ward Howell Associates 122 East 42nd Street New York, New York 10017	212/697-3730	1976
LAWTON, Barbara (Mrs. Robert) Regency West #611 2 Jackson Walkway Providence, Rhode Island 02903	401/331-8552	1977
MASSEL, Katharine (Mrs. Mark S.) 2540 Massachusetts Avenue, N.W. Washington, D.C. 20008	202/265-2222	1976
McKEEVER, Susan (Mrs. Porter) 318 Cliff Avenue Pelham, New York 10803	914/738-1707	1977
POOL, Jean (Mrs. Ithiel de Sola) 105 Irving Street Cambridge, Mass. 02138	617/547-5717	1976
ROSENBLUM, Janeth R. (Mrs. Haskell) 668G - 32nd Street, N.W. Washington, D.C. 20015	202/966-4322	1977
SLOBOD, Jeanne (Mrs. Robert L.) R.D. #1 (summer) Centre Hall, Pennsylvania 16828	814/364-9410	1977
c/o General Delivery (winter) Kerrville, Texas 78028	512/257-7207	
STEPHANSKY, Ben S. (The Honorable) W. E. Upjohn Institute for Employment Research 1101 - 17th Street, N.W. Washington, D.C. 20036	202/223-4747	1977
VOTAW, Carmen (Mrs. Gregory) 6717 Loring Court Bethesda, Maryland 20034	301/365-0339	1976
ZURBACH, Bernice (Mrs. Robert L.) 620 Arbor Street Pasadena, California 91105	213/681-9594	1976

OVERSEAS EDUCATION FUND of the League of Women Voters

APPENDIX III

BIOGRAPHICAL SUMMARY: BOARD OF DIRECTORS, 1975

Brief data on backgrounds and occupations of selected members of the Board of Directors, Overseas Education Fund (OEF) of the League of Women Voters is given below. Additional biographical information is available upon request. All members of the Board are citizens of the United States.

- Kathryn Christopherson
(Mrs. William M.) President, B.A., Hiram College, Ohio. Former President, LWV of Kentucky; vice president, LWVUS. Member, Board of Directors, Overseas Development Council, Washington, D.C.
- Elizabeth R. Karlow
(Mrs. S. Peter) First vice president; B.A., Smith College; post graduate study (Comparative Foundations of Education) Columbia Teachers' College. Formerly research analyst, Department of Defense, United States and abroad. Former president, St. Louis County (Mo.) LWV; member, Board of Directors, LWVUS.
- Blossom Holland
(Mrs. Edward) Second vice president; B.A. (Cum laude, Phi Beta Kappa) Wheaton College, Mass. Three year residence, Venezuela. Currently chairman, Latin American Committee, OEF. Community activities LWV, Common Cause, youth groups.
- Paula Spencer
(Mrs. Robert H.) Third vice president; B.A., M.A. (International Communications, Japan) George Washington University; Secretary to Chief Economist, Senate Committee on Antitrust; International Monetary Fund; Foreign Affairs Assistant to the Hon. Congressman Robert R. Barry.
- Margaret Leavitt
(Mrs. Howard B.) Secretary, B.A. Smith College. Former executive Director, Planning Grant, Pennsylvania Governor's Justice Commission (for rehabilitation of juvenile delinquents). Broad experience in education, and TV broadcasting, editing and directing weekly radio series for children.
- Albert D. Arent A.B., L.L.B., Cornell University; partner, A. Kinter, Plotkin and Kahn, Attys. at Law, Washington, D.C.; Adjunct Professor of Federal Corporate Taxation, Georgetown University Law Center; general counsel to the League of Women Voters; chairman, National Jewish Community Relations Council; served on board of directors, National Coalition, Greater Washington Community Foundation, Common Cause and other civic groups.

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(Appendix III p.2)

Joy Cooper
(Mrs. Robert L.)

B.S., M.A., Columbia University; author, textbooks Bureau of Indian Affairs; research on educational processes for Puerto Ricans; and former program specialist, Girl Scouts of America. Board member, Bancroft School for Exceptional Children.

Raquel Frankel
(Mrs. Hyman)

M.A. (Social Work), Loyola University, Chicago. Bilingual in Spanish-English; volunteer worker, protection and social promotion of Spanish speaking people in the U.S. Presently full-time volunteer, Office of Spanish-Speaking Affairs, National Democratic Committee; member, Police Advisory Board, District of Columbia.

Harry Inman

M.I.T.; A.B., Harvard; and L.L.B., University of Virginia. Partner, Patton, Boggs, Blow, Verrill, Brand and May; Attys. at Law, Washington, D.C.; Ortiz, Ramos and Inman, Attys. at Law, Mexico City

E. Kennedy Langstaff

A.B., Harvard College; M.B.A. Harvard Business School. Executive, Ward Howell Associates, New York. Formerly Assistant to Director, Foreign Trade Administration, Government of Greece, Athens; Assistant to Special Advisor on Overseas Territories, Office of Regional Representation (Paris office), Foreign Operations Administration; and with International Basic Economy Corporation, New York.

Katherine Massel
(Mrs. Mark S.)

B.A., University of California; graduate study, des Sciences Politiques, Paris, Ecole des Etudes Internationales, Geneva; University of Madrid, and Columbia University. Six years as Women's Activities Adviser, Department of State, Washington, D.C. Journalistic experience on editorial staff Time, Life and Fortune; various published articles and reports

Jean Pool
(Mrs. Ithiel de Sola)

B.A. (Education and Economics); Ph.D. (Psychology) University of Chicago. Formerly Assistant Professor of Psychology, Mills College; research associate University of Chicago and Radcliffe Institute. Director, Group Work Program, National YWCA. Publications include "Group Support for Intellectual Women", in Quest for Autonomy in Adult Women, Sanford and Katz, 1972.

Ben. S. Stephansky

Ph.D. (Economics), University of Wisconsin. Currently Director, W.E. Upjohn Institute for Employment Research, Washington, D.C. Career Foreign Service Officer, Department of State, personal rank of Ambassador; served as deputy U.S. representative to the OAS and CIAP. Formerly Program Advisor for Latin America, Ford Foundation; and professor University of Chicago, Sarah Lawrence College, Columbia University and the University of Wisconsin

Carmen Votaw
(Mrs. Gregory)

College of Business Administration, University of Puerto Rico; Bilingual, Spanish-English. Current Federal Program Officer, Office of Commonwealth of Puerto Rico, Washington, D.C.

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1730 M Street, N.W., Washington, D.C. 20036

STAFF AND FUNCTIONS OF THE OEF 2/19/75

<u>NAME</u>	<u>FUNCTION</u>	<u>CITIZENSHIP</u>
<u>General Administration:</u>		
FUTTERMAN, Marlene	Executive Director	USA
PHILIPSEN, Wilhelmina B.	Admin. Associate	USA
HAO, Beata	Accounting	China
Not Filled	Secretary	
<u>Fund Raising & Pub. Relations:</u>		
RICHARDS, Marilyn	Coordinator	USA
DeMORO, Susan	Assistant	USA
HILDRETH, Mary Jane	Secretary	USA
MICKENS, Alma R.	Secretary	USA
<u>Asia Program:</u>		
FISHER, Lorita	Program Officer (also Publications & Briefings)	USA
SMITH, Karen.	Field Representative	USA
Not Filled	Seminar Coordinator	
<u>Latin American Program:</u>		
MONTGOMERY, Louise	Director (also Assoc. Executive Director)	USA
ERB, Eva G.	Program Officer	USA
INDA, Caridad	Editor <u>Intercambio</u> & other Spanish language publications	USA
TURNER, June H.	Program Development	USA
GIRALDO, Amparo	Field Program Supervisor	Co

STAFF AND FUNCTIONS OF THE OEF 2/19/75

CATACORA, Margarita de	Field Representative, Bolivia (position expires 3/31/75)	Bolivian
CROSS, Una J.	Field Representative, Dominican Rep. (position expires 6/30/75)	USA
MORENO, Clemencia	Field Representative, Colombia	Colombia
SOROCK, Margery	Field Representative, Ecuador, Peru	USA
Not Filled	Field Representative, Costa Rica, Bolivia	
UPDIKE, Joan	Consultant, Central America	USA
DICKER, Hortense	Director, Latin American Seminar (beginning July 1975)	USA
BUNDY, Mary	Bilingual Secretary	USA
CUTLER, Isabel	Bilingual Secretary	USA
Not Filled	Bilingual Secretary-Translator	

LM/Igc

ARTICLE II

Meetings of Trustees

Section 2.01. Place of Meeting. All meetings of the trustees of the Corporation shall be held at the place specified in the notice of the meeting or in the waiver of the notice thereof.

Section 2.02. Annual Meeting. The Annual Meeting of the Trustees of the Corporation for the election of trustees, directors, officers and the Nominating Committee and for the transaction of such other business as may properly come before the meeting shall be held on a date to be determined by the Board of Directors between June 1 and June 30 of each year. The annual meeting shall be convened on that day at such time as is specified in the notice of the meeting or in the waiver of notice thereof.

Section 2.03. Reports at Annual Meeting. There shall be presented at each annual meeting of the trustees of the Corporation such reports as may be required from time to time by the Corporation and the report of the Nominating Committee required by Section 5.12 hereof.

Section 2.04. Special Meetings. Special meetings of the trustees may be called by the President, any Vice President or any ten trustees of the Corporation at such time and place as may be specified in the notice or waiver of notice thereof.

Section 2.05. Notice of Meetings. Notice of each annual or special meeting of the trustees of the Corporation shall be mailed to each trustee addressed to such trustee at his or her address as it appears on the records of the Corporation at least five days before the day on which the meeting is to be held, or sent by telegraph to such address, or delivered to such trustee personally, not later than two days before the day on which the meeting is to be held. Notice of any meeting need not be given to any trustee, however, if waived by such trustee before or after the meeting in writing or by telegraph. No notice need be given of any meeting at which every trustee of the Corporation shall be present, and any business may be transacted thereat. No notice need be given of any adjourned meeting.

Section 2.06. Quorum. Except as may otherwise be expressly required by statute or by Section 3.07 hereof, at all meetings of the trustees of the Corporation the presence in person or by proxy of one-third of the trustees then in office; or, if one-third be nine or more, then the presence in person or by proxy of nine trustees, shall be necessary and sufficient to constitute a quorum for the transaction of business. In the absence of a quorum, a majority of the trustees present at the appointed time and place of the meeting, or, if no trustee is present, any officer of the Corporation present thereat, may adjourn the same sine die or from time to time for a period not exceeding twenty days in any one case. At any such adjourned meeting at which a quorum is present, any business may be transacted which might have been transacted at the meeting as originally called.

Section 2.07. Voting. Except as at the time otherwise expressly required by statute or by Sections 1.05, 3.05, and 3.07 hereof, all matters shall be decided by the vote of a majority of the trustees of the Corporation present in person or by proxy at the meeting.

Section 2.08. Proxies. Attendance and voting at any meeting of the trustees of the Corporation may be in person or by a trustee acting as proxy for an absent trustee. Every proxy must be executed in writing by the trustee or by such trustee's duly authorized attorney, and must be in favor of a trustee who is present at the meeting, but need not be witnessed. No proxy shall be valid after the expiration of eleven months from its date, unless the trustee executing it shall have specified therein a longer duration.

ARTICLE III

Board of Directors

Section 3.01. Powers. The property, affairs and activities of the Corporation shall be managed and controlled and its powers exercised by the Board of Directors, except as otherwise provided by statute or the ByLaws.

Section 3.02. Number of Directors. The authorized number of Directors of the Corporation shall be no less than eleven and no more than twenty-four.

Section 3.03. Qualification of Directors. All Directors shall be of full age and at least one of them shall be a citizen of the United States and a resident of the District of Columbia. Directors may but need not be trustees of the Corporation.

Section 3.04. Term of Office. Each Director shall serve for a term of two years or until his or her successor shall have been duly qualified. Those Directors elected in 1974 and 1975 shall have their term of office extended for six months. The trustees shall, at the Annual Meeting, elect one-half of the Directors to serve for such two-year terms. In addition to the election of one-half of the Directors at each annual meeting the trustees shall elect Directors to serve the unexpired terms of Directors who have since their election resigned, died, been removed from office, or whose terms have expired for any reason whatsoever.

Section 3.05. Vote at Election of Directors. At each meeting of the trustees of the Corporation for the election of Directors, the Directors to be elected shall be chosen by a plurality vote.

Section 3.06. Resignation. Any Director may resign at any time by delivering a written resignation to the President or the Secretary of the Corporation. The acceptance of any such resignation, unless required by the terms thereof, shall not be necessary to make the same effective.

Section 3.07. Removal. Any Director or member of the Board of Directors may be removed at any time either with or without cause by the affirmative vote of a majority of the Board of Directors then in office.

Section 3.07. Removal. (Continued) at any annual or special meeting of the trustees of the Corporation.

Section 3.08. Vacancies. Whenever the number of Directors shall for any reason be less than the authorized number, the vacancies, unless theretofore filled by the trustees of the Corporation, may be filled by the Board of Directors.

Section 3.09. Annual Meetings. The annual meeting of the Board of Directors for the transaction of such business as properly may come before it shall be held at the place at which the annual meeting of the trustees of the Corporation shall be held, and shall be held immediately following such meeting. No notice of such annual meeting of the Board of Directors need be given.

Section 3.10. Regular Meetings. The Board of Directors from time to time may provide by resolution for the holding of such regular meetings as it may determine upon and may fix the time and place thereof. Such meetings may be held either within or outside of the District of Columbia.

Section 3.11. Special Meetings. Special meetings of the Board of Directors may be called at any time by the President or any Vice President of the Corporation or any two Directors at such time and place either within or outside of the District of Columbia as may be specified in the notice of the meeting or in the waiver of notice thereof.

Section 3.12. Notices of Meetings. No notice of any regular meeting of the Board of Directors need be given, provided, however, that if the Board of Directors shall fix or change the time or place of regular meetings, notice of such action shall be mailed promptly to each Director who shall not have been present at the meeting at which such action was taken, addressed to such Director at his or her address as it appears on the records of the Corporation. Notice of each special meeting of the Board of Directors shall be mailed to each Director addressed to such Director at his or her address as it appears on the records of the Corporation at least five days before the day on which the meeting is to be held, or sent by telegraph to such address, or delivered to such Director personally, not later than two days before the day on which the meeting is to be held. Notice of any meeting need not be given to any Director, however, if waived by such Directors before or after the meeting in writing or by telegraph. No notice need be given of any meeting at which every member of the Board of Directors shall be present, and any business may be transacted thereat. No notice need be given of any adjourned meeting.

Section 3.13. Quorum. Except as may be expressly otherwise required by statute, at all meetings of the Board of Directors the presence of a majority of the authorized number of Directors shall be necessary and sufficient to constitute a quorum for the transaction of business. In the absence of a quorum a majority of the Directors present at the appointed time and place of the meeting may adjourn the meeting or from time to time for a period not exceeding thirty days by any such adjourned meeting at which

Section 3.13. Quorum. (Continued) a quorum is present, any business may be transacted which might have been transacted at the meeting as originally called.

Section 3.14. Voting. At all meetings of the Board of Directors, except as at the time otherwise expressly required by statute or by Section 4.05 hereof, all matters shall be decided by the vote of a majority of the Directors present at the meeting.

ARTICLE IV

Officers

Section 4.01. Number of Officers and Qualifications. The officers of the Corporation shall be a President, three or more Vice Presidents, a Secretary and a Treasurer, and such other officers as may be appointed from time to time in accordance with the provisions of Section 4.03 hereof. Any person may hold any two or more offices of the Corporation except those of President and Vice President. No officer need be a trustee of the Corporation, but all officers shall, at the same time, be Directors of the Corporation.

Section 4.02. Election and Term of Office. Each officer (except such officers as may be appointed in accordance with the provisions of Section 4.03 hereof) shall be elected by the trustees for a two-year term, the terms of the President, the second Vice President and the Secretary to end in the even-numbered years, and the terms of the first Vice President, the third Vice President and the Treasurer to end in the odd-numbered years. Each such officer, whether elected at an annual meeting of the trustees or whether to fill a vacancy or otherwise, shall hold office until the close of the election of officers at the annual meeting of the trustees held two years after his or her election and thereafter until a successor shall have been elected and shall qualify, or until the death, resignation or removal of such officer.

Section 4.03. Subordinate Officers. The Board of Directors from time to time may appoint such other officers or agents or committees as may be deemed advisable. The Board of Directors may delegate to any officer or agent or committee the power to appoint any such subordinate officers or agents or committees, and to prescribe their respective titles, terms of office, authorities and duties.

Section 4.04. Resignations. Any officer may resign at any time by delivering a written resignation to the President or the Secretary of the Corporation. The acceptance of any such resignation unless required by the terms thereof, shall not be necessary to be the same effective.

Section 4.05. Removal. Any officer or agent may be removed any time either for or without cause by the vote of a majority of the Board of Directors at a special meeting of the Board.

Section 4.06. Vacancies. Any vacancy in any office may be filled for the unexpired portion of the term by the Board of Directors or by any committee, officer or agent to whom the power to fill such vacancy has been delegated by the Board of Directors.

Section 4.07. Powers and Duties. The officers of the Corporation shall have such powers and duties, except as may be modified by the Board of Directors, as generally pertain to their respective offices as well as such powers and duties as from time to time may be determined by the Board of Directors.

ARTICLE V

Committees

Section 5.01. Executive Committee. The Board of Directors may elect from its own number a committee which shall be called the Executive Committee and which shall consist of such number of Directors as may be fixed from time to time by the Board of Directors.

Section 5.02. Finance and Audit Committee. The Board of Directors may elect from its own number a committee which shall be called the Finance and Audit Committee and which shall consist of such number of Directors as may be fixed from time to time by the Board of Directors.

Section 5.03. Nominating Committee. The Trustees, at the Annual Meeting of the Corporation, shall elect a Nominating Committee composed of three Trustees.

Section 5.04. Term of Office. Each member of the Executive Committee and each member of the Finance and Audit Committee shall continue in office until the annual meeting of the Board of Directors next held after his or her election and thereafter until a successor shall have been elected or until such member shall cease to be a Director, or until the death, resignation or removal of such Director, or until the Board of Directors shall have terminated the existence of the Executive Committee or the Finance and Audit Committee, as the case may be. Each member of the Nominating Committee shall continue in office until after the annual meeting of the trustees next held after his or her election or until the death, resignation or removal of such member if prior thereto.

Section 5.05. Resignations. Any member of the Executive Committee or of the Finance and Audit Committee or of the Nominating Committee may resign at any time by delivering a written resignation to the President or the Secretary. The acceptance of such resignation unless required by the terms thereof, shall not be necessary to make the same effective.

Section 5.06. Removal. Any member of the Executive Committee or of the Finance and Audit Committee may be removed at any time, either for or without cause, by the vote of two-thirds of the authorized number of Directors at any annual, regular, or special meeting of the Board of Directors.

Section 5.07. Vacancies. Whenever the number of the Executive Committee or of the Finance and Audit Committee or of the Nominating Committee shall by reason of death, resignation, disqualification, removal, failure to elect the full authorized number or other cause, be less than the authorized number of such members, the vacancies, unless theretofore filled by the Board of Directors, may be filled by the Executive Committee in the case of vacancies in the Executive Committee and may be filled by the Finance and Audit Committee in the case of vacancies in the Finance and Audit Committee and may be filled by the President of the Corporation in the case of vacancies in the Nominating Committee.

Section 5.08. Proceedings. The President of the Corporation shall designate from among the members of each committee a Chairman of the Executive Committee, and a Chairman of the Finance and Audit Committee to preside at their meetings. Each such Committee may meet at any time or times, upon such call, at such place or places (within or outside of the District of Columbia), and upon such notice, if any, as such Committee shall from time to time determine.

Section 5.09. Quorum. Except as may be expressly otherwise required by statute or these ByLaws, at all meetings of the Executive Committee, or of the Finance and Audit Committee, or of the Nominating Committee, the presence of a majority of members of such Committee, as the case may be, shall be necessary and sufficient to constitute a quorum for the transaction of business. In the absence of a quorum a majority of the members of the Executive Committee, or of the Finance and Audit Committee, or of the Nominating Committee, as the case may be, present at the appointed time and place of the meeting, or if no member is present, any officer present thereat, may adjourn the meeting sine die, or from time to time for a period not exceeding ten days in any one case. At any such adjourned meeting at which a quorum is present, any business may be transacted which might have been transacted at the meeting as originally called.

Section 5.10. Voting. At all meetings of the Executive Committee or of the Finance and Audit Committee or of the Nominating Committee, all matters shall be decided by the vote of a majority of the members of such Committee present at the meeting. The members of each such Committee shall act only as a Committee and the individual members shall have no powers as such.

Section 5.11. Powers. Except as otherwise provided by law or by these ByLaws, the Executive Committee, in the interval between meetings of the Board of Directors may manage and control the proper

affairs and business of the Corporation and exercise all its powers to the full extent permitted to the Board of Directors of a corporation organized under the appropriate laws of the District of Columbia, except that the Executive Committee shall not have the power to appropriate or authorize the expenditure of sums in excess of \$1,000 in any one case. Except as otherwise provided by law or by these ByLaws, the Finance and Audit Committee in the interval between meetings of the Board of Directors shall have such powers as may from time to time be delegated to it by the Board of Directors or by the Executive Committee with regard to financial, investment and auditing matters. The Nominating Committee shall prepare a list of nominees for Trustees, for Directors, for Officers of the Corporation, and for the Chairman and members of the Nominating Committee for submission to the next ensuing Annual Meeting of the Corporation. The Nominating Committee shall mail its report to all of the Trustees of the Corporation at least thirty (30) days prior to the Annual Meeting.

Section 5.12. Report of the Nominating Committee. At the Annual Meeting of the Trustees of the Corporation the Nominating Committee shall present a written report submitting (1) a list of proposed nominees for Trustees to fill vacancies created in the past year, (2) a list of proposed nominees for Directors, (3) a list of proposed officers to serve the Corporation for the ensuing year, and a list of the proposed nominees for Chairman and members of the Nominating Committee. No provision of this Article V shall be deemed as precluding nominations for trustees, directors, officers, or the Nominating Committee being made by any trustee at the Annual Meeting of the trustees.

ARTICLE VI

Deposits, Checks, Contracts

Section 6.01. Deposit of Funds. All funds of the Corporation not otherwise employed shall be deposited in such banks or trust companies or with such bankers or other depositaries as the Board of Directors from time to time may determine.

Section 6.02. Checks, etc. All checks, drafts, endorsements, notes and evidences of indebtedness of the Corporation shall be signed by such officer or officers or agent or agents of the Corporation as in such manner as the Board of Directors from time to time may determine.

Section 6.03. Contracts. No contract may be entered into on behalf of the Corporation unless and except as authorized by the Board of Directors; any such authorization may be general or confined to specific instances.

ARTICLE VII

Compensation of Officers and Directors

Section 7.01. Compensation. Officers and Directors shall be reimbursed by the Corporation for their reasonable out-of-pocket expenses incurred on behalf of the Corporation. The Board of Directors shall approve the salaries of all paid staff members, none of whom may be trustees of the Corporation.

ARTICLE VIII

Section 8.01. Corporate Seal. The corporate seal of the Corporation shall be circular in form and shall bear the words and figures: "Overseas Education Fund of the League of Women Voters -- Incorporated 1961 -- District of Columbia" or words and figures of similar import. The form of such seal shall be subject to alteration by the Board of Directors.

ARTICLE IX

Fiscal Year

Section 9.01. Fiscal Year. The fiscal year of the Corporation shall be July 1 to June 30.

ARTICLE X

Amendments to ByLaws

Section 10.01. Amendments. All ByLaws of the Corporation shall be subject to amendment or repeal, and new ByLaws may be made, by the trustees of the Corporation or by the Board of Directors, at any annual, regular, or special meeting, the notice of waiver of notice of which shall have specified or summarized the proposed amendment, repeal or new ByLaw, provided, however, that the following provisions of these ByLaws may be amended or repealed only by the trustees:

- (a) Section 1.02., relating to the authorized number of trustees of the Corporation;
- (b) Section 1.04., relating to the filling of vacancies among the trustees of the Corporation;
- (c) Section 3.02., relating to the authorized number of Directors;
- (d) Section 3.07., relating to the removal of Directors and Members of the Nominating Committee; and

provided that any provisions of the Corporate Laws of the District of Columbia at the time in force as to ByLaws adopted by the Board of Directors regulating an impending election of Directors or officers shall be complied with.

ARTICLE XI

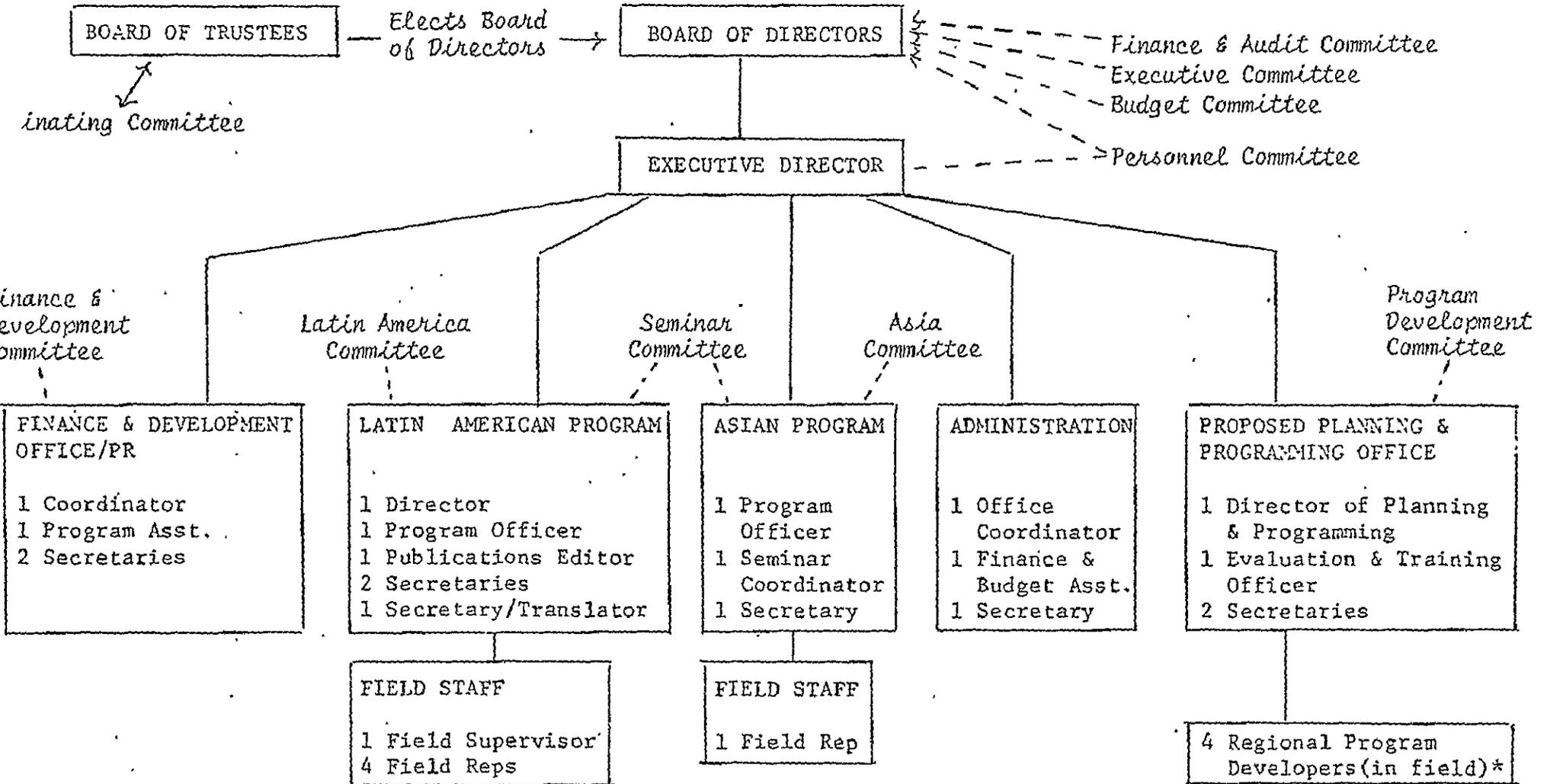
Distribution in the Event of Dissolution

Section 11.01. In the event of the dissolution of the Corporation none of the assets of the Corporation shall be distributed to any Trustee, Director, or Officer of the Corporation.

Section 11.02. In the event of the dissolution of the Corporation the assets shall be distributed to one or more charitable or educational organizations, to be expended for the same general educational purposes for which this Corporation was initially organized, provided that such distributee organizations shall have tax exempt status under Section 501 (c) (3) of the Internal Revenue Code of 1954, or under the comparable provisions of the then current Federal revenue laws.

January 1975

ERSEAS EDUCATION FUND of the League of Women Voters
 30 M Street, N.W., Washington, D. C. 20036



* Latin American Program Developer position included

PROPOSED JOB DESCRIPTION - DIRECTOR OF PLANNING & PROGRAMMING

- I. INTRODUCTION: This position is located in the Planning and Programming Office. The office proposes program directions for the consideration of the Board of Directors; carries out board policy with respect to OEF's short, medium and long range program development goals; and identifies projects which can be implemented to achieve program goals.

The incumbent is the senior staff member with primary responsibility for coordinating and giving overall substantive direction to the activities of the office for planning and programming, and for developing a process by which the Board of Directors may determine program direction for the OEF.

- II. DUTIES AND RESPONSIBILITIES: The incumbent carries out his responsibilities under the general supervision of the Executive Director of the OEF. Major functions include:

1. Formulating, conducting, supervising, reviewing and evaluating the work of the Planning and Programming Office
2. Analyzing OEF reports, studies, and evaluations as well as materials originating in other private organizations and government agencies to identify opportunities for new or more effective OEF programs in the developing world
3. Developing and implementing a coordinated process by which OEF planning and area program staff and volunteers determine the need for and possible substance of projects to be initiated in the field
4. Developing program direction recommendations for consideration by the Board of Directors, based in part, on reports from the Regional Program Developers
5. Reviewing the OEF planning and programming process to identify and needs for revision. Recommending corrective measures to improve the process and its implementation. Training OEF staff and volunteers in the use of the process
6. Identifying needs and making recommendations for additional research, evaluation, pilot projects and performing selected additional studies
7. Serving as the key staff liaison to the Program Development Committee and to the area program office
8. Preparing such reports on programming and planning activities may be required by agencies and organizations financing OEF planning and programming activities

9. Initiating and developing contacts with individuals and organizations in the United States having expertise in: planning and program development systems and procedures, needs in the developing world, programs responsive to such needs. Maintaining contact with and keeping appraised of developmental activities of other U.S. agencies, public and private, as they relate to countries in which the OEF is or anticipates working
10. Recommending specific projects which can be implemented in developing countries. Participating in preparing proposals for financial assistance from public and private sources in support of such projects
11. Participating in organizing and conducting OEF-sponsored conferences related to program directions in developing countries and representing the OEF at conferences and meetings sponsored by other organizations, as appropriate

III. POSITION REQUIREMENTS: (1) Understanding of OEF goals, policies and method of operation; (2) Ability to synthesize broad social and economic development movements in the developing world and their possible implications for OEF program development and field work. (3) Ability to provide effective guidance to OEF board, volunteers and staff in dealing with difficult conceptual problems and in recommending and articulating proposed policy and program direction cutting across a wide range of substantive issues. (4) Ability to supervise the production of well conceived and clearly organized program guidance papers. (5) Ability to represent the policies and positions of OEF effectively in contacts with other individuals and organizations.

IV. CONTROL OVER THE POSITION: The incumbent has wide latitude and responsibility for developing and carrying out her work. Within the broad framework of policies set by the Board of Directors and direction from the Executive Director, she normally acts independently in providing guidance to other staff in the office and in dealing with the Program Development Committee. Work is reviewed in terms of meeting policy and guidance objectives effectively and efficiently.

V. QUALIFICATIONS:

1. A total of 5 years of experience: 3 years of general experience in administrative, professional, international relations or other related work; plus 2 years of specialized experience in planning and programming which has demonstrated the skills and abilities necessary to perform the above-stated duties.
2. Graduate degree in planning and programming, administration, international relations, area studies, political science, anthropology or sociology. Three years of experience may be substituted for the degree.
3. A minimum of one year working in one developing country.

JOB DESCRIPTION - EVALUATION AND TRAINING OFFICER

- I. INTRODUCTION: This position is located in the Planning and Programming Office. The office proposes program directions for the consideration of the Board of Directors; carries out board policy with respect to OEF's short, medium, and long-range program development goals, identifies projects which can be implemented to achieve program goals and evaluates the effectiveness of OEF's planning and programming approach and the impact of projects supported by OEF.

The incumbent reports directly to the Director of Planning and Programming.

- II. DUTIES AND RESPONSIBILITIES: Under the general supervision of the Director of Planning and Programming, the incumbent performs the following major functions:

1. Tests the evaluation system established to determine effectiveness and recommends modifications of the system as may be needed.
2. Analyzes the effectiveness of board and staff planning and programming and recommends such changes in methods as may be needed.
3. Analyzes the impact of projects sponsored by OEF and recommends changes in project design and implementation as needed.
4. Develops and recommends criteria to help the board and staff choose and alternative program directions and projects.
5. Develops and recommends criteria and indicators of effectiveness as needed for new projects.
6. Develops training curricula and trains board and staff in the use of the evaluation system and in planning and program development skills.
7. Keeps abreast of new developments in the fields of planning and evaluation and incorporates new techniques in the OEF system as appropriate.
8. Serves as a resource to the Board of Directors and area program committee and staff.

- III. POSITION REQUIREMENTS: The incumbent is under the general administrative supervision of the Director of Planning and Programming. Incumbent is expected independently to complete assignments and to exercise judgement and initiative, within the policies established by the Board of Directors. Regular work is occasionally reviewed for conformance to policies and procedures. Assignments of a highly complex nature are discussed with supervisor.

JOB DESCRIPTION - EVALUATION AND TRAINING OFFICER

at the start of the assignment and completed work is reviewed in terms of meeting prestated needs.

IV. QUALIFICATIONS:

1. MA in interdisciplinary social sciences. Three years experience in related fields may be substituted for the degree.
2. Experience in the social and behavioral sciences, measuring socio-economic change and techniques of statistical analysis.
3. Experience in developing evaluation systems and training others in their use.

PROPOSED JOB DESCRIPTION - REGIONAL PROGRAM DEVELOPER

- I. INTRODUCTION: This position is a field staff position located in the Planning and Programming Office. The Office proposes program directions for the consideration of the Board of Directors; carries out board policy with respect to OEF's short, medium and long range program development goals, and identifies projects which can be implemented to achieve program goals.

The incumbent reports directly to the Director of Planning and Programming

- II. DUTIES AND RESPONSIBILITIES: Under the general supervision of the Director of Planning and Programming, the incumbent performs the following major functions:

1. Advises the Director of Planning and Programming and through her the Board of Directors, OEF staff and appropriate committees of developments in the region for which she is responsible which have implications for OEF program planning. Develops policy recommendations for the overall direction of OEF planning and programming for the region. Provides background information and documents needed for such policy decisions.
2. Initiates and maintains contacts with a wide range of indigenous leaders and public and private groups and organizations to determine needs of the poor, women and other target groups. Consults with them on the kinds of projects that can be developed to help meet their needs and enable them to participate more fully in the economic and social development of their countries.
3. Identifies and recommends indigenous groups and organizations with potential to participate in projects with the OEF.
4. Identifies and recommends for appropriate committee or board consideration specific projects for the region. Assists in preparing proposals for financial assistance from public and private sources in the United States in support of such projects.
5. Keeps abreast of developmental activities of other U.S. and indigenous organizations in areas related to OEF program interests. Maintains contact with such organizations operating in the region to identify possibilities of cooperation and avoid duplicating efforts. Identifies local resources in areas of program content.
6. Maintains contact and liaison with OEF field staff in the region and with OEF Washington-based area program offices and committees in developing recommended program direction and identifying possible projects to implement such directions.

7. Analyzes reports and studies relating to development in countries in the region. Selectively prepares summaries of such reports for the use of OEF board and staff in planning and programming.
8. Participates in OEF board, staff and committee meetings and conferences and represents the OEF at conferences and meetings sponsored by other organizations, as appropriate.

The incumbent is assigned responsibility for the above functions for a specified region and countries within the region.

III. POSITION REQUIREMENTS: 1. Broad understanding of OEF goals, policies and method of operation. 2. Ability to master difficult conceptual problems in developing and articulating proposed program directions cutting across a wide range of substantive fields. 3. Ability to analyze, summarize and present a broad variety of data in written form. 4. Social and political sensitivity and the ability to relate to and develop contacts among a wide variety of people at all social levels.

IV. CONTROL OVER THE POSITION: Within the policies established by the Board of Directors and under the general supervision of the Director of Planning and Programming, the incumbent has wide latitude to exercise judgment and initiative in identifying programming potentials and proposing projects to realize them. She frequently acts independently under general policy established by the board and guidelines given by the Director of Planning and Programming. Completed work is reviewed for adherence to policy and program objectives.

V. QUALIFICATIONS:

1. Current socio-economic understanding and awareness of events and activities in the region in which she will be working, as they relate to domestic and international developments affecting the region.
2. Experience in planning programs for long, medium and short range objectives (minimum two years of experience preferred).
3. Fluency in English and in at least one language used in the region.
4. A minimum of six months' experience working in one country in the region and detailed knowledge and in-depth understanding of the history, political, economic and social development of the region.
5. B.A. degree or equivalent in planning and programming, international relations, area studies, political science anthropology or sociology. Two years experience in related field may be substituted for the degree.