PD-AAR-706
41125

AID 1025-1 (7-71) (FACE SHEET)
NONCAPITAL PROJECT PAPER (PROP)

I. PROJECT IDENTIFICATION

1. PROJECT TITLE: American Organization of Rehabilitation through Training (ORT)

APPENDIX ATTACHED: ☐ YES ☐ NO

2. PROJECT NO. (M.O. 1095.2): 932-13-950-056

3. RECIPIENT (specify): ☐ COUNTRY ____ ☐ REGIONAL ____ ☒ INTERREGIONAL ____

4. LIFE OF PROJECT: BEGINS FY 3/1/75 ENDS FY 3/1/78

5. SUBMISSION: ☐ ORIGINAL ____ DATE ☐ REV. NO. ____ DATE CONTR./PASA NO. ____

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

A. FUNDING BY FISCAL YEAR	B. TOTAL $	C. PERSONNEL (1) $	C. PERSONNEL (2) MM	D. PARTICIPANTS (1) $	D. PARTICIPANTS (2) MM	E. COMMODITIES $	F. OTHER COSTS $	G. PASA/CONTR. (1) $	G. PASA/CONTR. (2) MM	H. LOCAL EXCHANGE CURRENCY RATE: $ US ____ (U.S. OWNED) (1) U.S. GRANT LOAN	(2) COOP COUNTRY (A) JOINT	(2) COOP COUNTRY (B) BUDGET
1. PRIOR THRU ACTUAL FY												
2. OPRN FY 75	250						250					
3. BUDGET FY 76	250						250					
4. BUDGET +1 FY 77	250						250					
5. BUDGET +2 FY												
6. BUDGET +3 FY												
7. ALL SUBS. FY												
8. GRAND TOTAL	750						750					

9. OTHER DONOR CONTRIBUTIONS

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

III. ORIGINATING OFFICE CLEARANCE

	TITLE	DATE
1. DRAFTER: Joan Kain/Penelope Farley, PHA/PVC/OPNS	Project Manager	
2. CLEARANCE OFFICER: Cleo F. Shook, PHA/PVC/OPNS	Associate Director	DATE

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

John A. Ulinski, Jr., PHA/PVC, Acting Director

2. CLEARANCES

BUR/OFF	SIGNATURE	DATE	BUR/OFF	SIGNATURE	DATE
PPC/DPR	Arthur M. Handly	2/12/75	AFR/DP	Robert G. Huesmann	
EA/TD	Bernard Salvo	2/5/75			
LA/MRSD	Marilyn Zak	2/7/75			

3. APPROVAL: AA/OR OFFICE DIRECTORS

SIGNATURE: Harriett S. Crowley DATE: 2/13/75

TITLE: AA/PHA, Harriett S. Crowley (Acting)

4. APPROVAL: AA/XR (MRS/MC)

SIGNATURE: ____ DATE: ____

ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT

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Matrix

Attachment A - Budget Summary

Attachment B - ORT's 12 month personnel, administrative, and travel expenses (3/1/75 - 2/29/76)

Summary

A DPG (Development Program Grant) would serve the American Organization of Rehabilitation through Training (the American ORT Federation), (ORT), to develop its potential by enabling it to:

1. Improve its internal management capability.

2. Recognize the continuing acceleration of indigenization of technical training.

3. Improve its capacity to assist LDCs to analyze and meet their technical training needs.

4. Evaluate the effectiveness of its past and current services, and interpret these to an increased number of LDCs and international development organizations interested in technical training.

5. Open up opportunities for new relationships with public and private groups, including consortia, as well as identifying new potential sources of program funding.

6. Reach the poorest of the poor, and women in particular, living in rural and urban areas by expanding its "on site" training facilities.

ORT plans to accomplish these objectives through a special Program Development Unit (DPU) staff of five specially trained persons located in its Technical Assistance Department (TAD). The DPU would concentrate on ORT's overall technical assistance activities and contribute to its technical educational school network, provide consultation to its 4,000 educational staff engaged in multi-sectoral and multi-functional activities, and participate in assisting ORT to upgrade its seminars on new curriculum related to field experience as well as technical and pedagogical classroom know-how. The unit would be in a position to strengthen ORT's program process and evaluation capacity enabling it to enter into new joint relationships with governments and other development groups in various parts of the world.

Background: History and Organization

ORT was founded in 1880 to assist European Jews assimilate in various countries by promoting technical training in the industrial arts, sciences, agriculture and general education. Its original title in the U. S. was American Society for the Promotion of Trades and Agriculture (ORT), Inc., now known as American ORT Federation, Inc. It was established in New York on June 22, 1922, incorporated under the membership corporation laws of that State on January 25, 1925, and received its U. S. tax exemption from IRS on November 17, 1927. ORT operates extensive charitable, educational training and technical assistance programs through use of its own overseas

staff and through the staff of the World ORT Union, and has provided technical training and education to 1,250,000 young Jewish men and women in 35 countries, through a network of technical schools, workshops, high schools, junior colleges and apprenticeship centers. In essence, ORT's programs have concentrated on the development of human resources. In its early days in this country, ORT was instrumental in assisting artisans, industrial workers and agriculturists to establish cooperatives, model schools and farms, providing them with tools, implements and raw materials, and operating employment bureaus and exchanges.

Between 1945 and 1951, ORT worked under agreements with both UNRRA and IRO and trained, in Europe, prior to their resettlement, more than 80,000 refugees and displaced persons, in 75 skills considered useful in the country of their asylum.

On September 1, 1949, American ORT, with its home office in New York City became registered with the Advisory Committee on Voluntary Foreign Aid. It has a staff of about 25 persons and a board of 276 directors from all parts of the United States, 110 of whom are members of its executive committee. Harold Friedman is President and Paul Bernick, the Executive Director. Over the years, ORT has been an active member of the American Council of Voluntary Agencies for Foreign Service in New York; its Executive Director having served two times as the Council's Executive Committee Chairman. It has consultation status with the specialized agencies of the UN.

ORT's major function is to plan, develop and operate vocational training, educational technical assistance programs throughout the world and to interpret to its constituents throughout the United States its worldwide activities, provide public information, raise funds and organize "exchange" services to its overseas visitors.

Affiliated with American ORT Federation are several U. S. groups: Women's American ORT, American Labor ORT, Business & Professional ORT, the National ORT League and its chapters. All raise funds for ORT's overseas basic programs serving Jewish youth in 15 countries.[1] Besides these affiliates, AJDC and United Jewish Appeal also provide funds, but the major contributors to ORT's programs are the local communities where technical training takes place. It is estimated that in 1974, they will

[1]Argentina, Austria, Brazil, France, Greece, India, Iran, Israel, Italy, Morroco, South Africa, Tunisia, Uruguay, U.S.A., and Venezuela. The largest program is in Israel. ORT's 1974 figures indicate that 70,000 young people will be trained by a professional staff of nearly 4,000 in 700 training units. The term "basic" means ORT's vocational and technical services provided to young Jewish men and women, whereas "technical assistance" are those services available to all others which ORT provides under contract with governments, international public and private organizations, and foundations.

have provided $23 million or over two-thirds of ORT's total basic program costs. Other ORT groups in Europe, Canada, Australia, Latin and Central America, including certain Scandinavian refugee and Lutheran organizations, will provide $2,500,000 or ORT's 1974 program costs, and the balance of $6,600,000 will be contributed through the American ORT, the largest single country donor.

ORT, through its own personnel and through the personnel of the World ORT Union, develops, coordinates and conducts all ORT programs with a staff of 60 in four major departments which serve on an integrated basis; they are Operations, Organization, Finance and Administration and Technical Assistance, plus the Central ORT Institute which serves as a residential and multilingual center for 120 teachers, foremen and specialists for long and short term training, refresher courses and seminars. ORT provides special teaching techniques, audio visual methods, technical training and management. Training for trainers of other organizations, volunteers such as the PCV's and those from German and Canadian voluntary agencies. It is ORT's research center for language training and new ideas and concepts which are tested in its laboratory. Max Braude, a U. S. citizen, is the Director General and Eugene Abrams, one-time A.I.D. Mission Director, heads its Technical Assistance Department (TAD), which has handled a total of 28 programs with up to 1,000 training units in 23 countries,[2] but is presently operating 15 ongoing activities. Both men have identical positions with the World ORT Union, thus insuring that ORT-sponsored programs are fully controlled by ORT.

The TAD has a staff of 13: a director, assistant director, a public health officer, an administrative officer, a participant training officer, a training coordinator , a personnel officer and six clerical. In fiscal year 1974, TAD will have had a gross income of approximately $3 million of which 20 percent, approximately $600,000, will be required for backstopping. All of its income is derived from service contracts with host governments, IBRD, A.I.D., and government development agencies in Canada, Sweden and Switzerland.

ORT has always underscored quality rather than quantity of work performance. Its staff is dedicated to the belief that motivation and stimulation of human capacity is a major factor in the development process, based on training of the whole person. To be effective, ORT's training takes into account the developing countries' educational, cultural, religious, economic and technical differences in line with the governments' autonomy and priorities. The skills it teaches must be appropriate, useful and relevant to improve the trainees' own standard of living; at the same time, it assists in establishing indigenous training capacities within the developing countries.

[2] Latin America: Chile, Colombia and Venezuela. Middle East: Iran, Afghanistan, Turkey. East Asia: Korea and Indonesia. Africa: Burundi, Cameroons, Chad, Gabon, Guinea, Ivory Coast, Mali, Mauritania, Niger, Rwanda (Togo and Dahomey), Zaire and Conseil de L'Entente Countries.

Although ORT has provided for men and women as middle level trainees who become future trainers, it has found new ways to reach and improve the way of life of the poorest of the poor by providing on site training. One method was the training of paramedics whose responsibilities are to improve MCH services by reaching mothers, their infants and young children living in rural and urban areas. ORT/AID contract in Zaire illustrates this approach by training of paramedics in basic health, sanitation, nutrition, child care and health, as well as family spacing.

In the early 1960's, ORT started a series of successful A.I.D. contracts. As a result, it is well acquainted with A.I.D.'s contracting procedures and has established an acceptable method of accountability. To date, it has concluded ten A.I.D. contracts valued at $10,219,000 in African countries mostly south of the Sahara, supervised by ORT's TAD, which stress institutionalizing vocational training services in the LDCs through training of local trainers who in turn train others. When these services are finally indigenized, ORT passes on all responsibility to the appropriate ministry or organization to continue the technical training system which it helped organize. To ensure local support, ORT always tries to establish a local committee concerned with its technical training activities, made up of local citizens, teachers, business and government representatives, etc. who are involved in policy making and the eventual takeover of the program. After phase-out, the ORT staff usually maintain an informal relationship, giving advice and counsel if requested. Besides the A.I.D. contracts, ORT has worked out similar agreements with other governments: Iran, Gabon, Ivory Coast, Canada, Switzerland, the Conseil de l'Entente countries, the World Bank, UN organizations, private groups, business firms and foundations. TAD draws upon all segments of ORT's expertise, its educational, technical skills and knowledge, research and administration. It has set forth a workable technical assistance strategy to assist the developing countries to:

1. Identify their own basic training requirements.

2. Develop and utilize longer term institutional job related academic (4 years) training as well as pragmatic short-term (3 months) "on site" or on-the-job training experience. ORT has succeeded by extensive use of the latest available educational technology, not just preparation for the job but rather by motivating trainees to consider work as a constant learning and upgrading process and lastly, by offering a wide variety of training keyed to employment possibilities reflecting a premium for "brain power" as a direct means of attaining higher income and status.

GOAL

To raise the social and economic level of the life of both men and women in certain developing countries.

Measurement of Goal Achievement

ORT has the proven capacity in the LDCs through its technical training to transmit relevant skills to its student trainees who, once trained, can find employment according to their skills. At the same time, ORT is building up trainers who will increase the numbers of trained persons at a given ratio of 100 per one, depending on support, continuity and funding.

ORT is contributing through its technical training programs to reducing the high unemployment rate, the major economic and social problem of the LDCs. ORT also has the capacity to provide special types of on site training to reach the most deprived--the poorest of the poor among whom half or more are women.

Means of Verification

A study of trainees with ORT certificates, through current reports and field visits, will provide facts on their social and economic status before and after training, the number of graduates (both men and women) who found work, its location, level of responsibility, type, regularity, compensation, and its effect, based on training, on their standard of living.

Important Assumptions

It is a fact that ORT is contributing effectively to the social and economic improvement of certain LDCs because of its technical training. However, there are a number of factors which are beyond ORT's control such as major shifts of policy and personnel within the host government which may affect technical training, and a change of government. Political unrest or a natural catastrophe may terminate ORT's programs. Devaluation of funds and high inflation may have the same effect.

Purpose

A DPG would enable ORT to:

1. Provide funds to expand and strengthen its program and managerial capabilities to respond more effectively to the increasing demands for its technical training.

2. Evaluate the effectiveness of its past and current technical and vocational services.

3. Interpret the extent of these services to an increased number of LDCs, public and private international development organizations, to consortia groups, so as to identify new and potential sources for program funding.

4. Respond to current as well as initiating requests from LDCs to help and encourage them to establish priorities in their national planning.

5. Assist LDCs analyze training needs and requirements to establish the necessary training, helping them to assume full responsibility, first by assisting them to devise and operate their own technical and vocational training aimed to reach men and women among the poorest of the poor.

6. Increase its capacity to transfer skills to people of LDCs by motivation and stimulation of their interest in work and employment so as to attain a higher standard of living.

End of Project Status

The Technical Assistance Department of ORT will contain a new unit, the DPU, which will be the locus for long range program planning, program evaluation, and the "testing" center for new program approaches on a continual basis. The establishment of the DPU will have permitted ORT to move into new areas of high priority programs, not only in response to requests per ORT's present modus operandi, but by taking initiative in new areas through a considerate analysis of the priority areas of needs in conjunction with A.I.D., other than donor groups and individual country development priorities. ORT will have assisted in the development of in-country training resources, job-oriented skill training projects responsive to governmental and commercial sector program development.

The DPU will have designed, implemented and/or supervised pilot skill training projects which by the end of the three year period of A.I.D. support will have become the basis for ongoing formal and/or on-the-job training programs, in the cases where the pilot programs were successful. There will be a minimum of five operational skill training programs resulting from these successful pilot projects.

At least 15 LDCs will have been assisted in the identification of their manpower training requirements as a result of feasibility studies undertaken. A minimum of 100 ORT trainers, formal or on-the-job, will be employed and will have either direct or indirect influence on the training of at least 10,000 people. Selected additional countries will have benefited from technical assistance consultation for which they will have paid.

Each of the above countries will have been assisted in the development and utilization of resource planning in skill training and in the means of identification of manpower needs in specific, program related terms.

ORT's own internal organization will have been restructured to incorporate additional management and technical capability to administer a worldwide

program considerably expanded from its present size and scope. (The technical assistance program itself will roughly double in four years.) This restructuring will have been on the basis of an internal resource "audit," and an in-depth study of the ORT training program, both the basic educational program and the technical assistance program. The reorganization will permit better utilization of the internal skills and resources, and assimilation into overall program planning the new program criteria and evaluation system.

Means of Verification

The verification of the internal changes in ORT's program as well as the external effects will be obtained from the ORT internal evaluation system as well as A.I.D.'s yearly evaluation of the program. The improved overall ORT program planning will be verified by the ability of ORT to plan and operate an enlarged worldwide program in the space of three to four years. It will be possible to observe the quantifiable indicators within this period. Measurement of social benefits, e.g. the total benefits of this program, will only be fully determined by later program follow-up, except in those cases where short term training programs will have been completed well within the three year period permitting quantification of the number of trainees (10,000) who have moved from a lower skill proficiency to a higher, with commensurate increases in pay, and measurement of the extent to which women and other disadvantaged groups who will have participated in ORT skill training programs will have been able to improve job status and income.

Assumptions

Because the field programs established by ORT have historically been adapted to the cultural, economic, educational and technical realities of each host country, the program development process that has evolved, and which provides the basis for any revision and expansion of new program efforts, will continue to be responsive to the actual needs and conditions in the developing world, and will continue to be known for this quality. LDC governments and other donor organizations in development assistance will continue to request the services of ORT.

ORT will continue to receive sufficient financing from all current and new sources--including A.I.D.--to underwrite the costs of an expanded program. Greater internal efficiencies resulting from the internal restructuring of ORT will encourage formation of consortia relationships with other similarly motivated organizations, permitting ORT to continue in a favorable position in the competition for ever scarcer funds.

Beginning of Project Status (BOPS)

ORT traditionally has developed new programs within a country or for other organizations upon request by that country or organization.

90 percent of ORT's projects in the technical assistance area evolve from such requests. ORT primarily does project planning on a country by country basis, with funds provided from the central budget at T.A. headquarters in Geneva. All projects are designed to become self-supporting after a specified period of time. Implementation costs are shared by ORT and the host country and/or collaborating developmental organization.

ORT has not been able to innovate in new areas on an experimental basis unless specifically contracted (funded) to do so. When ORT has established projects in new program areas, this has been achieved by determining which training program elements are necessarily common elements to each training program, and which elements are necessarily unique to each training program regardless of subject. Over time, ORT has been able to shift the overall focus of its technical assistance according to demand, and at the same time build a repertoire of experience to draw from. Program analysis has been done, however, on a limited scale. ORT has been unable to undertake a thorough examination of all programs and projects in an in-depth study which would include the basic ORT program as well as the technical assistance program.

A second basic factor of ORT's approach to training has been to aim training at people who will become middle level technicians in some cases who will become trainers themselves of a new generation of participants. Where possible, ORT has hired people trained by ORT to employ in new training programs. Selection of trainers is made from ORT graduates where possible who have had about ten years of post training job experience, and/or who work at middle level positions. Such people are ideal for two reasons: they are familiar with the technical aspects of training and, since they operate in a decision-making capacity to some extent as well as technicians, they contribute a real world bias to the training.

ORT accordingly requires internal capability to perform long range program planning to enable it to effectively launch an expanded and diversified technical assistance program within a three year period. At present, the skills are stretched to their fullest extent in maintaining the program at its current level.

Program Evaluation

At present, ORT evaluation is basically limited to internal evaluation, i.e. the monitoring of achievement of training objectives by individual trainees instructor performance, and overall performance of the training program itself in quantitative terms. However, little follow-up of trainees has taken place to determine the longer term and overall benefits of the training program through external evaluation. It is through this aspect of evaluation that the lasting benefits of ORT's training programs can be best measured through specific criteria to show the impact and result of the effectiveness and efficiency of its technical training at various levels.

The present internal evaluation system includes the following tasks:

1. Maintenance of qualitative control over all training programs.

2. Maintenance of technical standards in each area of training.

3. Measurement of qualitative success by the level of demand for the various kinds of technical services.

4. Observation of changes in the level of living, salaries, etc. of graduates.

5. Determination of the competitive advantage of ORT graduates by rate of absorption into the job market.

Applications of each of the above measures are proposed to become routine.

ORT has only been able to apply these standards on a limited basis. Allowance for evaluation has not been included in project cost, and project follow-up to identify project accomplishments require travel and time usually long after ORT has phased out of the project.

Rationale

ORT's technical training in the LDCs is aimed at productive employment of both men and women to improve their standard of living and to assist the LDCs to:

1. Identify and analyze their own technical training requirements and formulate policies and procedures.

2. Develop and utilize both long term institutional training as well as practical short term job-oriented training.

3. Implement accepted procedures to hasten local assumptions of responsibilities.

To provide these services, ORT has established the following basic principles: it educates the whole person rather than preparing the individual for a job. It motivates trainees to consider work as a constant learning and upgrading process; at the same time, it encourages stimulating of brain power to reach higher income and status. It offers a wide variety of technical training tied to realistic job possibilities. It uses the latest available educational techniques in its training programs. It provides on site training in both rural and urban areas for those with least training and so reaches the poorest of the poor and including women.

Over the years, ORT has acquired pragmatic analytical capacities which have provided a base for sound technical programs and the ability to transmit to trainees technical skills which are for them relevant, practical and appropriate and understands how to stimulate and motivate trainees. It has acquired an acute sense of timing of what is needed in terms of training, particularly during periods of change. It takes into account a government's wishes and respects its autonomy and self-determination and has succeeded in resolving any differences of approach to technical training and education. ORT has been functioning in a variety of settings and cultures, maintaining a flexibility of action, and skillfully has expanded and developed new sources of funding through its varied relationships with governments, both private and public organizations and foundations. Because of its skilled and experienced staff, ORT is in the position of providing consultation to other groups involved in technical and vocational training and education. ORT has successfully built up a middle level group of well-equipped teacher/trainers who in turn have trained many young men and women, and this has achieved a multiplier effect.

Course of Action

The first and major step through which each other project goal will be accomplished will be the establishment of the Development Program Unit within the TA Department.

The DPU will contain two distinct but complementary functions vested in five professional positions: Two out of the five new positions, Development Program Executives (DPE), will be charged with the responsibility to design, obtain funding for, and supervise training studies for governments and private sector agencies. The DPE's will carry the responsibility for strengthening the relationships with current and potential donor governments, e.g. the UN specialized agencies, the Council of Europe and OECD, inter-governmental and nongovernmental voluntary organizations, and the private sector. Their focus will be on the program and organizational development functions within these organizations. Routine functions include (a) participation in drafting pilot project proposals for operational programs, (b) preparation of periodic project evaluation reports for the appropriate LDC agency and for development agencies participating in the funding of the project, and (c) development and maintenance of evaluative and reporting procedures and communication with A.I.D. and other participating agency offices.

Qualifications for these positions will include a generalized training/education background as compared with the specific experience in these areas of the three DPTCs. They will have a more intensive background in socio-economic development to assure that the new programs are focused on the priority issues into which the training programs will fit, with emphasis on the rural poor, and training opportunities for women.

Three positions will be designated "Development Program Training Coordinator" (DPTC). The incumbents of these positions will be selected on the basis of considerable experience in organizational management and educational/training program instruction. Areas of responsibilities will include (in collaboration with the DPEs) substantive components of the formulation of each training survey and training project which will be initiated by the DPEs; and maintaining and initiating liaison with government, voluntary agency and development institution representatives in each geographical region where each Coordinator will spend at least six months per year. Field responsibilities will include preliminary project discussions and surveys of skill requirements (feasibility studies), project development and a workshop with the TAD staff in return. Within the first month of the signing of this grant agreement, the first DPTC will be hired. By the end of the second month, one of the DPEs will have been hired and completed orientation.

Program Development

1. The first DPTC, upon completion of the orientation program, will make the first field trip to initiate contacts with host country governments and private organizations and individuals preparatory to determining country manpower needs and program priorities per responsive country. It must be noted that any country visits paid by A.I.D. funds will be cleared by A.I.D. in advance of the visit per A.I.D. Grant procedures.

2. It will be the DPE(s) responsibility to undertake an internal review and analysis of the TAD, e.g. its internal structure and responsibilities in view of the addition of the DPU, and in relation to the overall World ORT Program. To assist ORT improve internal management capabilities in relation to DPU, one responsibility for the first DPE will be supervision of consultant assignment to assure integration of DPU consistent with strategy/objectives in DPG request. Activity will recommend most effective internal relationships among operational, administrative and technical assistance divisions. Objective is more precise definition of individual/mutual responsibilities within existing organizational structure.

The reorganization of TAD will be accomplished by the end of the first year.

3. The DPEs will draft a set of criteria and procedures to be used as the standards by which ORT project design and evaluation will be developed. Each project designed by ORT within the TAD, and other ORT projects as appropriate, will observe these criteria and procedures. To assure maximum results from onset of DPU project, particularly prior to full staffing, a series of short term consulting assignments will be initiated, including focus on employment of women and people living in the rural areas.

The criteria and procedures will be submitted, within 120 days of the signing of the Grant agreement, to A.I.D. and reviewed by A.I.D. before they are implemented by ORT. A.I.D. will be required to approve the evaluation system included therein, and will be particularly concerned with the frequency of evaluation, the scope, and the adequacy of the procedure recommended.

This will be completed by the first four months of the Grant.

4. Concurrent with the above activities, the DPEs will take the first steps to establish contacts with other PVO's, those with A.I.D. funding and donor organizations with similar interests, in anticipation of joint progress and sources of implementation funds for a later date.

5. Following positive initial contact with host countries who express interest in ORT assistance, ORT will undertake in these countries feasibility studies and preliminary data collection. Up to five feasibility studies will be completed by the end of the first year.

6. Where feasibility studies have been successfully completed, ORT will proceed with project design. At least three project designs will be underway early in the second year.

Second Year

During the second year, a minimum of three projects will be underway. Additional feasibility studies will be undertaken where ORT determines needs in an additional set of countries, and in accordance with the priorities established in the A.I.D. mandate.

Third Year

A minimum of five projects will be underway or completed.

The T.A. program throughout this project will provide technical consultation to medium-graduate countries which A.I.D. has determined not to be eligible for concessional aid. In such countries, ORT will build on the existing skills of middle level technicians to improve their capability to establish their own similar training programs. This will provide an opportunity to make available to those countries who have demonstrated a need and interest for which they are willing and able to pay.

Many of the projects designed under this Grant will be funded by the host country, or in conjunction with non-A.I.D. support, or fully by non-A.I.D. support. Any A.I.D. support at this stage would be through DPGs.

Project Outputs

1. ORT's TAD will be reorganized to absorb the DPEs and DPTCs (DPU). This increased capacity will enable TAD to double the present T.A. load once the staff reaches its capacity.

2. The DPU will be an ongoing unit within the TAD with distinct and proven capability in program planning, project development and program evaluation.

3. ORT's T.A. projects will be structured upon a designated set of criteria and procedures and an approved evaluation system. This system, tested and refined during the course of this Grant, will continue to be used as an integral part of project development.

4. Up to 15 feasibility studies will have been undertaken in as many countries.

5. A minimum of five training centers, established as pilot projects, will be expected to continue in operation under country support and control.

6. No less than ten countries will have received technical assistance on a fee for service or loan basis.

7. As a result of all modes of technical assistance initiated or provided under this Grant, an average rate of 100 trainers per year will have been graduated from ORT training programs, and each trainer remaining in a training capacity will train 100 trainees per year.

Output Indicators

By providing the opportunity to ORT to design and implement pilot programs, ORT expects to double its number of trainers in the field in three years. ORT will concentrate in training trainers to set in motion a multiplier effect, cutting off assistance after a determined period of time, leaving programs to operate on fees and supplemental country funding. ORT may then return later to evaluate continued program effectiveness. This has been tried successfully to date in Guinea and Zaire.

Project Output Indicators Include:

1. Reports submitted to A.I.D. on a semiannual basis describing actual and prospective progress toward each output listed above, e.g. one part will describe activities internal to the DPU, and succeeding parts will describe activities pursuant to and including the individual field projects.

2. The set of program criteria, procedures and evaluation system which will be submitted to A.I.D. review and approval.

3. Periodic site visits by A I.D. staff to the TAD headquarters, and visits as required by DPU/TAD staff to AID/W.

Project Inputs

A.I.D. will provide funds over a three year period on the following basis: 100 percent the first year, 71 percent the second year, and 65 percent the third year. A fourth program year will be funded entirely by ORT. The annual amount provided by A.I.D. under this grant is about $250,000 per year.

Program inputs supported by A.I.D. under the Grant include salary and benefits support and travel at roughly the percentage cited above. A.I.D. will provide, in addition, the program development and management workshop to such staff members as ORT deems desirable.

ORT's share of project input is the reciprocal share of funds cited above (100 percent in the fourth program year) covering the same items.

AID 1025-3 (7-71)

LOGICAL FRAMEWORK MATRIX – PROP WORKSHEET

Summary	Objectively Verifiable Indicators	Important Assumptions
A.1. Goal To raise the social-economic levels of life of both men and women of certain developing countries.	A.2. Measurement of Goal Achievement Each trainer will transmit skills to 100 trainees p.a. Certified trainees will find employment, thus affecting unemployment rates. Poorest of the poor (50% women) are being reached through "on site training." Statistics available on regular basis will give number of persons trained and indicate effect of work on standard of living.	A.3. (as related to goal) ORT is contributing to the social-economic development of the DCs through its technical training program for both men and women. Political, policy and personnel changes of host government may retard or halt its operations; devaluation and high inflation may also have the same effect.
B.1. Purpose Estaolish new unit (DPU) in ORT's TAD for long range program planning, implementation, management, evaluation and testing of new approaches and relationships on continued basis.	B.2. End of Project Status (a) ORT through DPU will establish new priority areas including its basic programs, through its initiative based on analysis of priority areas jointly with AID and other organizations. (b) Minimum of 5 training programs will be designed, implemented and supervised by DPU; and at end of three years will provide formula for future job training.	B.3. (as related to purpose) ORT programs have always been adapted to cultural, economic, educational and technical realities of the host government. Program development will provide basis for (1) revision and growth of new programs, (2) responsiveness to DC needs and conditions, (3) initiation of new activities.
C.1. Outputs (1) TAD will be capable of handling a TA load twice size of initial program. (2) DPU will have capacity to initiate program planning, implementation and evaluation according to criteria procedures. (3) 15 feasibility studies will be undertaken in various DCs. (4) 5 training centers will continue to operate under local control and direction. (5) 10 DCs will receive service on a fee or loan basis. (6) Average of 100 trainers p.a. will receive ORT's certificate with each trainer training 100 trainees or 10,000 p.a.	C.2. Output Indicators ORT to: (a) double trainees in 3 years, (b) concentrate on trainers with multiplier effect, and (c) turn over program to local groups with ORT checking periodically.	C.3. (as related to outputs)
D.1. Inputs 3 year DPG ORT funding; AID will provide average of 79%. ORT's average 21%. AID's input to include salary, benefits, support travel. AID will also provide program development and management seminars to ORT staff as desired. ORT's TAD will continue to receive support for its services from host governments, World Bank, UN, international public and private and business organizations and foundations. Consultation.	D.2. Budget/Schedule	D.3. (as related to inputs) AID funding at level requested. ORT funding* indicates capacity to continue process introduced into its system by DPC. (*total funding 4th year)

	FY 1975	FY 1976	FY 1977	FY 1978
AID Support	$243,000 100%	$243,000 71%	$243,000 65%	0 0
ORT Support		$97,000 29%	$131,272 35%	$403,000 100%

8.1

Attachment A

Summary ORT Budget

Proposed Planning Specialists (3/1/75 - 2/28/78)

	1975	1976	1977	Total
Salaries	159,965	164,965	164,965	489,895
Consultant	5,000			
Fringe Benefits	24,965	24,965	24,965	74,895
Travel & Per Diem	17,040	17,040	17,040	51,120
Other Direct	43,030	43,030	43,030	129,090
Total	250,000	250,000	250,000	750,000

(continued)

Attachment B

[illegible]

	Sept. 1975	Oct. 1975	Nov. 1975	Dec. 1975	Jan. 1976	Feb. 1976	March 75 to Feb. 1976
Brought Fwd.							[illegible]
Consultants	—	—	—	—	—	—	—
DPTC	2010	6015 (2)	6015	6015	6015	6015	[illegible]
Plus Fringes 17½%	700	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Rent & Utilities	125	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Office Equipment & Furniture	—	—	—	—	—	—	—
Phones, Cables, Postage	1670	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Office Maintenance	210	210	210	[illegible]	210	210	[illegible]
2 Furniture	1626	1626	1626	[illegible]	[illegible]	[illegible]	[illegible]
Fringes 17½%	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Combined Admin Pursuits (1)	1000	1000	1000	[illegible]	1000	[illegible]	[illegible]
Fringes 17½%	175	175	175	175	175	175	[illegible]
DPE	3000	3000	3000	3000	3000	3000	[illegible]
Fringes 17½%	525	[illegible]	[illegible]	[illegible]	525	[illegible]	[illegible]
DPE	2500	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Fringes 17½%	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Additional [illegible] for 1 yr for 5 people = 17,256							[illegible]
							[illegible]

(2) [illegible]

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Attachment B

Personnel, Administrative & Special Expenses
6 months - March 1 to Aug 31, 1975

	March 1975	April 1975	May 1975	June 1975	July 1975	Aug. 1975	Total 6 mos.
[illegible]	5001	—	—	—	—	—	[illegible]
[illegible]	2005 (1)	4010 (2)	4010	[illegible]	4010	4010	22000
Plus [illegible] 17½%	350	700	700	700	700	700	[illegible]
[illegible]	1250	[illegible]	1250	1250	1250	1250	[illegible]
[illegible] Equipment & Furniture	1000	—	—	—	—	—	[illegible]
[illegible]	1000	—	[illegible]	—	—	—	[illegible]
[illegible], Cables, Postage	1670	[illegible]	1670	[illegible]	1670	1670	10000
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1260
[illegible]	810 (3)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	7317
Plus [illegible] 17½%	142	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1279
[illegible] (1)	1000	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible] 17½%	175	[illegible]	[illegible]	[illegible]	175	175	[illegible]
[illegible]		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Plus [illegible] 17½%		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Plus [illegible] 17½%			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible] Sub-Total	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]							
[illegible]		[illegible]		[illegible]			
[illegible]					[illegible]	[illegible]	
[illegible]							
[illegible]							
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]563

(1) [illegible]
(2) [illegible]
(3) [illegible]
(4) [illegible]

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