

PD-ABA-719

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AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT PAPER FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE (BY APPROPRIATE BOX)

ORIGINAL CHANGE
 ADD DELETE

PP

DOCUMENT CODE
3

2. COUNTRY/REGIONAL ENTITY/GRANTEE

COLOMBIA

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER

5. BUREAU

A. SYMBOL B. CODE
LA 3

6. ESTIMATED FY OF PROJECT COMPLETION

FY 7 | 8 |

514-15-670-188

7. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)

Non-Formal Education

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION

A. INITIAL MO. YR. B. FINAL FY
7 | 76 | 7 | 8 |

9. SECONDARY TECHNICAL CODES (MAXIMUM SIX CODES OF THREE POSITIONS EACH)

BR IX

10. ESTIMATED TOTAL COST (\$000 OR EQUIVALENT, \$1 = 1,290)

A. PROGRAM FINANCING	FIRST YEAR			ALL YEARS		
	B. FX	C. L/C	D. TOTAL	E. FX	F. L/C	G. TOTAL
AID APPROPRIATED TOTAL	190	62	252	405	163	568
(GRANT)	(190)	(62)	(252)	(405)	(163)	(568)
(LOAN)	(-)	(-)	(-)	(-)	(-)	(-)
OTHER 1.	-	-	-	-	-	-
U.S. 2.	-	-	-	-	-	-
HOST GOVERNMENT	-	203	203	-	610	610
OTHER DONOR(S)	-	37	37	-	112	112
TOTALS	190	302	492	405	885	1,290

11. ESTIMATED COSTS/AID APPROPRIATED FUNDS (\$000)

A. APPRO- PRIATION ALPHA CODE	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FY 76 (1Q)		FY 77		FY 78		ALL YEARS		
			D. GRANT	E. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN	J. GRANT	K. LOAN	
511	510	611	252.53		164			99		568	
TOTALS			252.53		164			99		568	

12. ESTIMATED EXPENDITURES

252.53 164 99

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

CHECK IF DIFFERENT FROM PID/PRP

[To develop within Center for Non-Formal Education capacity to act as an effective clearing-house for non-formal education programs and to provide the technical assistance and training needed to help the entities involved in these programs to provide more efficiently activities that are more relevant and effective in regard to needs of the rural poor.]

14. WERE CHANGES MADE IN THE PID/PRP FACESHEET DATA NOT INCLUDED ABOVE? IF YES, ATTACH CHANGED PID AND/OR PRP FACESHEET.

YES NO

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE

TITLE

PHILIP R. SCHWAB
Acting Director

DATE SIGNED

MO. DAY YR.
7 | 11 | 75 |

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MO. DAY YR.

PART I. Project Summary and Recommendations

A. Recommendation

Grant \$568,000

B. Description of the Project

A recent research study has shown that Colombia has a wealth of non-formal education activities directed to assisting the poorer people of the country; but there is a need for a better coordination of these to prevent duplication, as well as a need to improve the delivery system for the non-formal programs and a need to make the programs more effective, particularly in helping the poor people to enhance the skills needed for greater income and a better standard of living. This project, to help achieve the above, will provide 63 man-months of technical advisory services, 56 man-months of U.S. and third-country training, and support for local advisory services, seminars and workshops, research, and some commodities as needed for the above. The assistance will be coordinated through the Center for Non-Formal Education (CEDEN), a private, non-profit organization, and the National Planning Office.

Funds are included in the project budget for the costs of overall project evaluation and for developing evaluation systems for non-formal educational programs. AID assistance is programmed for maximum impact during the early part of the project with the input level declining from 252,000 in FY 1976 and \$53,000 in Interim Quarter to \$164,000 in FY 1977 and \$99,000 in FY 1978.

CEDEN was organized two years ago by a group of outstanding Colombian educators who recognized the need to understand and to improve the non-formal education programs. The Ford Foundation gave initial assistance, and project development funds from the technical support budget of USAID

helped to make possible some of the very successful activities which the organization has carried out: the research study and published report on non-formal education in four Departments (States) of Colombia and a special seminar of leaders in the field to discuss the findings of the study and possible future measures for making needed improvements in non-formal education programs.

This project will help the organization to continue to gain institutional strength to carry out its ambitious but realistic plans. It will help CEDEN to develop its core staff, and the technical assistance will make it possible for CEDEN to offer support for the Colombian non-formal education programs while its own consultants are improving their competencies for offering such services. It will make it possible for the organization to be more successful in serving as a clearing house, providing better communications among the variety of programs, offering a cross-fertilization of ideas, and preventing unnecessary duplication of services. It will provide training in the U.S. and third countries for the leaders of CEDEN and, through that organization, for the leaders of the major non-formal education programs. It will provide assistance for continuing research and for seminars and workshops sponsored or suggested by CEDEN. It will provide some demonstration equipment and materials as needed for the workshops and studies.

It is anticipated that this project will evolve during the three years for which it is planned so if other topics and sub-projects become

more meaningful, changes can be made. At this time, however, a survey of the needs indicates that the following specific sub-projects should take place.

1. Technical Assistance:

Long-term Advisors:

1. Evaluation and Program Design with Accent on Agriculture
2. Media and Materials

Short-term and Local Advisors:

1. Evaluation
2. Participation Process
3. Material Design
4. Methods in Non-Formal Education

2. Seminars

1. How to Achieve Coordination of Efforts
2. Evaluation of Non-Formal Education Programs.
3. How to Achieve Participation of Learners in Planning and Evaluation
4. Role of Women in Rural Development
5. Obstacles to Delivery of Public Services to Rural Areas
6. How to Move Farmers from Subsistence Farming to Money Economy.

Research Studies:

1. Role of Women in Rural Non-Formal Education Activities
2. Delivery System for Transfer of Technology to Small Farmers
3. Methods of Introducing Entrepreneurial Skills in Non-Formal Education Programs
4. Obstacles to Coordination of Non-Formal Education Activities at the Local Level
5. Output Measurement in Non-Formal Education Projects.

Training Projects:

1. Leadership Training at U. of Massachusetts
2. Materials and Methodology at U. of Mass.
3. Media and Technology at Florida State Univ.
4. Materials Design: AID/W - New York Program
5. Program Development at Michigan State
6. Observation of U. Massachusetts Project in Ecuador
7. Observation of Michigan State Project in Perú
8. Evaluative Training to be arranged.

C. Inter-relationships between this and other GOC-AID Programs

This project is closely related to and is expected to enhance the major GOC and AID thrusts to improve the lot of the poorest one-third of the population, most of whom are found in the rural sector. Through this project CEDEN can provide special technical assistance for the National Apprenticeship Service (SENA) and the Cultural Action Program (ACPO) in connection with the GOC-AID Loan Project for the Training of the Rural Poor. The GOC National Nutrition Plan, which has top priority and which will receive strong AID support, provides for important educational activities, both formal and non-formal. CEDEN is helping develop the non-formal education programs for the plan. Associated with other GOC-AID Loan Projects, such as the Rural Cooperative Loan, the Fisheries Loan, and the Feeder Roads Loan, there will be non-formal educational activities for which CEDEN through this project can help to provide technical assistance and to serve as a clearing house.

Although the Educational Technology Grant and Loan Projects are related primarily to the formal education system, some of the activities to be assisted such as educational television carry over into the non-formal area. These will supplement but not duplicate the activities under this project.

D. End of Project Conditions

Following are the conditions which will indicate that the project purpose has been achieved:

1. CEDEN is operating as a clearing house for the exchange and dissemination of information, learning materials, teaching aids, and research findings among important public and private organizations engaged in non-formal education: SENA, ACPO, ICA (Colombia Agricultural Institute), ICBF (Colombian Institute for Family Welfare), etc.

2. Procedures have been developed for effective cooperative relationships among non-formal education entities in any given subject area or geographic region. This would include an exchange of information and cooperative programming.

3. CEDEN is providing technical assistance and training as needed for major non-formal education entities.

4. Processes have been established whereby the target audience participates in the development of rural programs and learning materials, thus assuring relevance and effectiveness.

5. The principal programs of non-formal education, such as those by ACPO, SENA, and ICA, have been reoriented toward greater emphasis on improving the economic welfare of the rural poor.

E. Summary Findings

The project and its technological implications are appropriate and timely. Non-formal educational activities will play an increasingly important part in the development of Colombia, and CEDEN is expected to serve a significant role in enhancing the efficiency and effectiveness of such activities. Outside technical assistance can be channeled

F. Project Issues

1. Since CEDEN is a young organization what assurances are there that it can carry out this project and that it will obtain continued funding following AID withdrawal?

CEDEN has demonstrated a very high level of competence to date; all evidence indicates it will continue to do so. Its competence has been recognized by both leading public and private non-formal education entities which have called upon it to carry out research studies which they have funded. The National Planning Office, in particular, has recognized the important role that CEDEN can play. A management study by an AID expert indicated that CEDEN should be capable of carrying out its plans. It has shown a capability in raising funds from various sources.

2. Since this grant project is so closely related to the several GOC-AID loan projects, would it not be possible to include it under one of these?

Although closely related to the loan projects, this is a discrete project and will be more successful with maximum flexibility since it is to provide an innovative and experimental thrust. Non-formal educational activities can lose much of their effectiveness if subjected to rigid governmental controls and formalities.

PART II. Project Background and Detailed Description

A. Background

When the National Planning Office and the Ministry of Education indicated some years ago that this country could not offer sufficient educational opportunities using the conventional formal system, the Mission joined with educational leaders here to try to identify other resources. The Mission's efforts culminated in a Task Force on Non-formal Educational which carefully surveyed the needs and the existing institutions and programs to see how AID might assist most effectively. This task force, with the aid of several experts from AID/W, universities, and other educational institutions, decided that technical assistance, training opportunities, and support for research and seminars was needed and that this help could be effectively channeled through CEDEN.

This private, non-profit organization was established in 1973 by the Colombian Foundation for Continuing Education, which recognized the need to give special attention to non-formal educational activities since these were being called on to carry more and more of the development responsibilities which were beyond the capabilities of the formal education system. The Ford Foundation was instrumental in the creation both of the parent foundation and CEDEN and provided \$12,000 in grants plus advisory services to CEDEN. CEDEN has a small but very competent permanent staff: a full-time director and secretary

and five part-time experts in the fields of research, documentation, and educational processes. Ford Foundation furnished a part-time advisor on research. For special projects, it contracts expert consultants, research assistants, and field workers. Several Colombian institutions have assisted CEDEN and have contracted the organization for special development projects. Capacitación Popular, which provides a primary ETV program for adults and a secondary school program by radio, has asked CEDEN to do a research study regarding the effectiveness of these programs. The National Planning Office, through a UNICEF grant, is financing a CEDEN study to design a system for evaluating non-formal education activities in the Ministry of Education rural development centers. CEDEN is helping the University of Valle evaluate the latter's non-formal education programs.

Javeriana University, the Industrial University of Santander, the University of Valle, the Colombian Family Welfare Institute (ICBF), the Colombian Association of Volunteer Women (ACOVOL), and the Regional Population Center (CCRP) have contributed to CEDEN staff time and materials for research. The Bank of Santander made a cash contribution of \$100,000 pesos. This support accounts in large part for the great impact that CEDEN has been able to make in such a short time and shows that the entity is meeting some significant and recognized needs.

CEDEN's most important accomplishment to date was an extensive survey and analysis of the non-formal education activities designed to

assist poor people in four Colombian Departments. Because of the large number of activities in Bogotá, it selected only a sample of those in Cundinamarca where the capital is located. Even so with all the activities from the Departments of Valle, Bolívar, and Santander, the survey included 432 projects which had an estimated total budget of the equivalent of 10.1 million dollars. CEDEN concluded that the basic non-formal education infrastructure was already in place. Future needs, as revealed by the study, related to staff development of the varied entities and to helping these entities plan, design, implement and evaluate their programs more effectively.

Some of the other significant findings of the study were:

1. The more rural the area the fewer non-formal education activities.
2. Slightly more than half of the programs were privately operated, although in the more rural areas the public programs predominated.
3. The tendency for planning programs was from the top down with not enough effort to include the learners in planning.
4. Except in the most rural areas, there were more female than male participants.
5. The large majority (71%) of the participants were young people between the ages of 20 to 39.

The CEDEN study reinforced the findings of the USAID Task Force on Non-Formal Education that the major constraints on non-formal education in Colombia are:

1. Poor coordination among the programs of the various agencies working in a given area. Even when goals are similar and target populations almost identical, there is often limited collaboration among agencies.

2. A lack of experienced, trained leaders with the special skills needed for non-formal programs.

3. A lack of relevance of programs and educational materials to the needs of the learners, particularly the rural poor.

4. An acute shortage of materials.

5. A limited participation of the target population, especially in the rural areas, in the development and evaluation of the programs.

CEDEN, with USAID assistance, published 500 copies of the study so that the research findings could be easily available to universities and other interested research organizations as well as to the non-formal education entities. It followed up with a special seminar for 50 of the main leaders in the field of non-formal education to discuss the findings and to prepare future courses of action. The participants recommended that CEDEN continue its clearing-house function and its research and technical assistance programs. Other recommendations from the seminar were for the need to encourage greater effectiveness of existing programs, more participation of the learners in planning programs, and more research. Since the field of non-formal education is so broad, it was believed that CEDEN would operate most effectively if

it remained a catalyst, a helper, collaborator, and stimulus to the other organizations which might help to coordinate non-formal education research and activities.

The group has met informally after the seminar to discuss further the needs and will continue to meet to assist CEDEN and USAID in making the project most effective, as a sort of ad hoc advisory committee.

B. Detailed Description: Project Design Summary-Logical Framework

1.A. Program or Sector Goal

To make more relevant and to expand non-formal educational opportunities for poor people, who have little or no access to formal schooling, to give them help in improving their living conditions.

1.B. Measures of Goal Achievement

1. Annual income increase of 10% in real terms by rural poor.
2. 5% annual increase in personal consumption and purchase of capital goods by rural poor.
3. Improved health and nutrition of rural poor as shown by decrease in infant mortality and by improvement in body size and fleshiness of 2 year olds.
4. 10% annual increase in participation in non-formal education activities.

1.C. Means of Verification

1. Reports and statistical data of GOC agencies.
2. Research studies by CEDEN and others
3. Records of rural development agencies
4. Interviews and personal observations

1.D. Assumptions for Achieving Goal Targets

1. GOC is serious in its development goal of helping the rural poor and will continue to provide favorable policies, programs, and financial support.
2. Private entities will continue at least at present level of effort.
3. Economy will not be hampered by excessive inflation, undue demands on foreign exchange (e.g., for oil imports), or other serious problems.

II. A. Project Purpose

To develop within CEDEN the capacity to act as an effective clearing-house for non-formal education programs and to provide the technical assistance and training needed to help the entities involved in these programs to provide more efficiently activities that are more relevant and effective in regard to the needs of the rural poor.

II. B. Conditions that Will Indicate Purpose Has Been Achieved.

1. CEDEN is operating as a clearing-house with established means for the exchange and dissemination of information, learning materials, teaching aids, and research findings to the important public and private entities engaged in non-formal education: SENA, ACPO, ICA, ICBF, CCRP, Universidad del Valle, etc.

2. There are procedures for effective, cooperative relationships among the non-formal education entities in any given subject field or geographic area.

3. CEDEN is providing the technical assistance and training needed by major non-formal education entities.

4. The target audience is participating in the development and evaluation of rural programs and learning materials, to help assure relevance and effectiveness.

5. The principal non-formal education programs such as those of SENA, ACPO, and ICA are reoriented to give much greater stress to improving the economic welfare of the rural poor.

II. C. Means of Verification

1. Reports and Records of CEDEN and the organizations assisted by CEDEN.

2. Personal observations.

3. Interviews with other rural development agencies, the rural poor, and local non-formal education groups.

III. Assumptions for Achieving Purpose

1. Receptivity to coordination efforts by public and private sector rural development agencies.

2. Desire of target audience to participate in developing and evaluating non-formal programs.

3. Existence of technologies suitable to the needs of rural poor that can be taught in non-formal programs.

4. Demand for technical assistance and training by entities involved in non-formal education.

III.A. Outputs

1. Non-formal educators trained in evaluation, project design, instructional materials leadership, participative techniques, and instructional methods appropriate for training the rural poor.

2. Non-formal educators trained in use of mass media.

3. Seminars held on Non-formal Education

4. Research studies completed, results published and distributed.

5. Increase in CEDEN professional staff.

6. Demonstration equipment delivered and being correctly used.

III.B. Magnitude of Outputs

1. In-Country training by U.S. Advisors of CEDEN staff, also in-country training of 200 Non-Formal Educators from SENA, ACPO, ICBF, Ministry of Education, ICA, etc.

U.S. and Third Country Training for 44 Educators from CEDEN and non-formal educational entities served by CEDEN.

2. Mass-Media training for 50 Non-formal educators served by CEDEN

3. Six Seminars held

4. Five research studies completed

5. A full-time CEDEN staff of 4 professionals and a cadre of 10 specialists in non-formal education for CEDEN assignments.

6. \$15,000 worth of equipment in use

III.C. Means of Verification

1. Reports and records of CEDEN and entities served by CEDEN

2. USAID records

3. Personal observation

4. Interviews with entities served by CEDEN

III.D. Assumptions for Achieving Outputs

1. Continued commitment of CEDEN and agencies served by CEDEN to project objectives.

2. The entities will permit staff to participate in training.

3. All staff personnel are as committed and interested as top-level staff in reorienting their programs to meet better the needs of the rural poor.

IV.A. Inputs

1. AID

- A. Advisor services
- B. Training
- C. Seminars
- D. Research Studies
- E. Commodities

2. CEDEN/GOC

- A. Salaries; CEDEN staff and out-of-country trainees
- B. In-country training
- C. Office Space and Facilities
- D. Publications
- E. Seminar local costs
- F. Miscellaneous

3. Others - Ford Foundation

- A. Staff Support
- B. Research Advisor Services
- C. Research Studies

IV.B. Implementation Target (Type and Quantity)

1. AID - \$568,000

A. Advisory Services

U.S.

Long-term 2 for 48 man-months \$200,000

Short-term 15 for 15 man-months 75,000

Plus 3 man-months of advisory services and
training in project evaluation \$18,000

Local

36 man-months 22,000

B. 56 man-months of U.S. and Third

Country Training 98,000

C. Six Seminars 60,000

D. Five Studies 80,000

E. Demonstration Equipment 15,000

2. CEDEN and Colombian Entities

A. Salaries 230,000

B. Training Programs 200,000

C. Office Facilities 50,000

D. Publications 50,000

E. Seminars, local costs 30,000

F. Miscellaneous 50,000

50,000
\$ 610,000

3. Ford Foundation

A. Staff Support	\$ 12,000
B. Research Studies	<u>90,000</u>
	\$ 112,000

PART III Project Analysis

A. Technical Analysis

Although, as the CEDEN study showed, there is a large number of non-formal education programs, it is possible for this project to have an impact for these reasons: (1) CEDEN is realistic in the appraisal of its capabilities; (2) a large percentage of the participants are receiving services from a few nationwide institutions such as SENA, ACPO, ICA, and ICBF; (3) the project will be focused primarily on those programs dealing with the rural poor; and (4) other institutions throughout the country have shown willingness to cooperate so that CEDEN should be able to form a network of such institutions to help in the coordinating function.

Obviously, with such a large number of programs (the CEDEN project discovered 432 in only four of the 22 Colombian states and only included a part of the programs in Bogotá!) it would not be possible to experience much of a control function, and it is believed that control would be damaging to the nature of the non-formal education activities. What is proposed is a means by which the varied programs can be aware of what is going on around them, can be kept informed of research results, and

can have a source for receiving specific help in regard to non-formal educational materials, teaching methods, etc.

Although CEDEN will not limit its technical assistance to just the larger and more important entities in the field, for the near future at least, its assistance will be focused on the few major entities that have the greatest help to offer for the rural poor. These entities are ready to receive assistance and are aware of the need to develop more cooperative working relationships. Already there are arrangements for such cooperation both at the national and local level. For example, SENA and ICA have an agreement to share copies of all instructional materials produced dealing with rural development, and SENA and ACPO have a mutual support covenant. Locally, ACPO leaders call on ICA and SENA for support, and often the SENA courses in the rural mobile program are offered to complement the work of the ICA extension agents. These relationships, of course, can be greatly improved, and this project should be effective in stimulating this.

CEDEN has deliberately avoided any type of activity which would even faintly indicate that it was trying to manage or to control the non-formal educational activities. It has avoided even the use of the Spanish translation of the verb "coordinate" since in Spanish it has overtones of control. CEDEN works with the other entities as a collaborator and hopes that its work, such as its research studies and seminars, will stimulate similar activities by other organizations. For example,

the University of Valle is working in the Southern part of the country to help upgrade the non-formal education activities there, and CEDEN has applauded this effort and has cooperated to the limit of its resources. This has already resulted in a loose network among such organizations as CEDEN, the University of Valle, and the Industrial University of Santander. Because no organization has come forward in the Caribbean regions, CEDEN has established a branch office to cover that area and to provide needed assistance to the non-formal education programs.

By the very nature of the non-formal activity, small substantive inputs can be effective. The non-formal programs appear to be most influential when they develop with the participation of the learners and are in answer to felt community needs. One of the major needs appears to be to develop leaders who understand the non-formal programs and who therefore can guide but not stifle local initiative. CEDEN is in good position to render some of the leadership necessary since its professional staff are the most knowledgeable about the situation in non-formal education in Colombia. The assistance and training offered under this project will have a major focus on increasing the number of institutions and leaders who have a vision of the potential of the non-formal education programs.

B. Financial Analysis and Plan

CEDEN has shown the ability to manage its resources well, to keep its permanent staff to a minimum by using only highly qualified people and thus keeping overhead costs very low. For research studies and other special

activities, it contracts outside expert consultants and qualified workers. For technical assistance and training, the entities served by CEDEN will be expected to contribute for the services.

The financial plan for this project is given in the following table. The project will be for three years, but the financial input will be greatest during the first year. The reduction that takes place during the following years will be possible with local leaders trained and in place to take over from outside experts and as CEDEN develops other funding sources.

NON-FORMAL EDUCATION PROJECT
SUMMARY OF INPUTS

Input	<u>FY 1976</u>		<u>Interim Quarter</u>		<u>FY 1977</u>		<u>FY 1978</u>		<u>Total</u>
	<u>MM</u>	<u>\$</u>	<u>MM</u>	<u>\$</u>	<u>MM</u>	<u>\$</u>	<u>MM</u>	<u>\$</u>	
Advisory Services (US)	28	120,000	7	30,000	22	94,500	6	30,000	274,500
Advisory Services (local)	16	10,000	4	2,500	8	5,000	8	5,000	22,500
Training	32.5	56,875	2.5	4,375	10.5	18,375	10.5	18,375	98,000
Seminars		20,000				20,000		20,000	60,000
Research Studies		32,000		16,000		16,000		16,000	80,000
Commodities		5,000				5,000		5,000	15,000
Evaluation		8,000				5,000		5,000	18,000
TOTALS-----		<u>251,875</u>		<u>52,875</u>		<u>163,875</u>		<u>99,375</u>	<u>568,000</u>

C. Social Analysis

Slightly over one-half of the Colombian population, about 12 million people, live in small towns and rural areas. The lack of remunerative employment, social services, and transportation facilities means that a large majority of them live in minimal conditions outside of the national economy. About one-half are believed to be malnourished.

Despite large increases since the 1960's in the allocation of resources to primary education for the rural areas, the educational opportunities in these areas are still limited. The GOC has recognized the important role of non-formal education in filling the gap, in helping rural people to exploit more fully the formal education facilities, other available social services, as well as the resources of their environment.

This project is directed to making the non-formal education activities more efficient and effective with a special focus on the rural poor. It assumes that the GOC will implement its policy to dedicate a larger share of its resources to helping the poorest 50% of the population so that there will be more public services (e.g., credit, health services, access roads, etc.) to supplement the non-formal education. With these other resources present, non-formal education can be effective in seeing that these are being exploited by the rural poor.

The potential contribution of women to rural development is recognized. It should be noted that the CEDEN study showed that although over half of

the participants in the non-formal education activities were women, this was not true in the most remote rural areas. The CEDEN study also showed that the non-formal programs available for women were not directed for the most part to helping the women to be able to contribute more to the economy. By helping the programs to have more participation from the learners in the planning and evaluation stages, it should be possible to make the programs more responsive to the economic needs of women.

D. Economic Analysis

Given that the project consists primarily of technical assistance and training, the benefit of which can only really be measured later by their impact on organizations, it is not possible to provide a quantitative analysis of the economic benefits of this project. Nevertheless, some general appreciations of the nature of the project, and its possible impact on the efficiency of the entities providing non-formal education programs, indicate that there is a high expected rate of return to the project. The training activities of the institutions expected to receive greatest help from the project through CEDEN (SENA, ACPO, ICA, ICBF, etc.) involves an equivalent expenditure of over 40 million dollars so this implies that increased efficiency and improved programs resulting from the project could have a substantial overall effect. Were the project to increase the overall quality of the services provided by the institutions by only a meagre 1%, this improvement would imply an increased annual value of services of \$400,000, or an annual return about equal to the annual cost of the project. As noted above,

there is no way to anticipate the impact of the training and technical assistance, but the calculation suggests that a very high rate of return to the project is quite possible.

PART IV Implementation Arrangements

A. Administrative Arrangements

1. Recipient: The Center for Non-Formal Education

CEDEN receives its policy guidance from the Foundation for Continuing Education (FEPEC) which has a legal status and is governed by a board made up of individuals associated with public and private entities including ACPO, Javeriana University, Externado University, the Colombian Institute for the Development of Higher Education (ICFES), the Student Loan Institute (ICETEX), the Latin American Technological Corporation (a private firm), the Ford Foundation and the Bogotá city government.

CEDEN is to date the main activity supported by FEPEC. CEDEN has a small permanent staff which, when augmented by experts and employees hired for special projects, has been capable of managing well the present level of activities. With this project, however, and other future plans, CEDEN plans to double the size of its permanent staff. With highly qualified people and CEDEN's mode of operations of sharing responsibility for management with the entities with which it collaborates, the enlarged staff should be able to administer its part of this project.

2. AID

The project should be relatively easy to administer and will require no additional direct-hire American technicians and only one additional local-hire professional. AID will assume the major responsibility for project monitoring and evaluation. It will contract for long-term and short-term advisory services and will arrange all U.S. and third-country training funded through the project. It will contract a U.S. consulting firm to develop the evaluation system. It will make a fixed price technical service contract with CEDEN. Standard disbursement procedures shall be applicable. A more detailed analysis of the administrative arrangements is contained in the Implementation Plan.

B. Implementation Plan

The implementation period for the project is FY 1976 through FY 1978. USAID/Colombia, AID/W, the recipient entity, and the Colombian National Planning Office have well defined responsibilities, the successful and timely completion of which are essential to achieving the project purpose.

1. USAID/Colombia

USAID/Colombia will be responsible for project monitoring. This will require a project manager (one-half time), a local hire professional (one-half time), a secretary (one-half time), contract office (1 man-month annually), training office (1 man-month annually), and Controller's office (1 man-month annually). The project will be under

the Mission's Social Development Unit.

The USAID is to prepare documentation, recruit long and short term advisors, prepare and negotiate contracts, assist in the selection of participants, and set up an Evaluation Committee. The Mission will keep the AID/W backstop officer informed of project activities.

2. AID Washington

AID/Washington will be responsible for the review and approval and the provision of funds to permit project implementation. It will backstop the project and keep Mission informed of progress of related projects. At Mission's request it will help select consulting firm for evaluation. It will assist in the selection and completing of security clearances for consultants. AID/W will arrange for the necessary training of participants, including members of evaluation team.

3. The Recipient Entity: CEDEN

CEDEN is to carry out the program as planned and to participate in project evaluation and replanning and redesign as suggested by evaluative findings. The Executive Director is to be the counterpart to the Project Manager.

CEDEN will provide logistical support to include secretarial help, and office space, equipment and supplies.

4. The National Planning Office

The National Planning Office will give priority to this project and concur in the project agreement and the documentation neces-

sary for project approval and implementation.

C. Evaluation Plan

Since the evaluation of non-formal education activities is one of the important components of this project with the emphasis that the target audience participate in the evaluation, the Mission believes that stress should also be given to the evaluation of the project. The Mission contemplates contracting with a U.S. firm or with an expert consultant to develop an evaluation system as early as possible after project implementation begins.

The Mission will help establish an Evaluation Committee consisting of representatives of CEDEN, the National Planning Office, USAID, and at least 2 representatives from entities served by CEDEN, perhaps ACPO and SENA. The Committee will receive assistance from the consulting firm or expert consultant in developing the evaluation design. The Committee will be active in the entire evaluation process, and when necessary members may receive training in this process. Training is planned for this purpose.

The Committee will be formed within 3 months after the start of the process and will meet weekly until a project evaluation design is outlined. Thereafter, the Committee will meet each time the contract with CEDEN is to be approved.

The evaluation reports prepared by the Committee shall contain recommendations for any necessary replanning and revision of project design.

Annex: Grantees' Application for Assistance.

Bogotá, D. E. Junio 17 de 1975

Señor Doctor
CHARLES GREEN
AID - Colombia
La Ciudad

Apreciado doctor Green:

La Fundación para la Educación Permanente en Colombia -FEPEC- y su Centro Para el Desarrollo de la Educación No Formal -CEDEN- están altamente interesados en lograr financiación para promover, organizar y desarrollar los recursos humanos y los procesos de mejoramiento, optimización e innovación en los proyectos y programas de ENF.

Antes de explicar la solicitud de una donación para FEPEC/CEDEN haré una somera descripción de las principales actividades desarrolladas durante los últimos 12 meses -Diciembre 73/ Mayo 75.

- A. Investigaciones y Evaluaciones. Después de un análisis previo de la problemática detectada en los sistemas formales de educación, se decidió indagar sobre los recursos y potencialidades de los programas de ENF en cuatro grandes regiones de Colombia. El planteamiento global que inspiró esta decisión fué el buscar nuevos recursos y nuevas alternativas para contribuir a la solución del problema educativo.

En cuatro regiones con diferente grado de desarrollo socioeconómico se estudiaron en 432 programas de ENF los procesos de planificación, investigación, contenidos, metodologías, medios y tecnologías, evaluación, incentivos, seguimiento, participación, organización y financiación.

Durante dos años se desarrolló este estudio, el cual fué publicado en el primer trimestre del presente año. La primera edición de 500 ejemplares ha comenzado a distribuirse a Centros de Investigación, Universidad, Entidades Públicas y Privadas relacionadas con el fenómeno y los proyectos y programas de ENF.

- B. **Asesoría a proyectos de ENF.** Se han asesorado, en forma especial, los proyectos desarrollados por el Centro de Recursos Educativos -CREE de la Universidad del Valle y por el Departamento Administrativo de Bienestar Social de Bogotá en su programa de protección a los niños desamparados.

Es importante destacar la asesoría prestada a las Concentraciones de Desarrollo Rural para evaluar los programas no formales.

- C. **Desarrollo de Recursos Humanos.** Esta es la principal área funcional de CEDEM y es considerada como la más global.

El primer Seminario sobre ENF prestó el servicio de convocar a 45 expertos para discutir durante 3 días el marco conceptual, las aproximaciones al diagnóstico nacional y pautas hacia un plan operativo a corto plazo. Las principales conclusiones fueron:

1. Promover la creación de grupos de estudio en las siguientes áreas:
 - Políticas de ENF.
 - Estrategias de ENF.
 - Financiación de la ENF.
 - Apoyos regionales y locales a proyectos de ENF.
2. Desarrollo del servicio de informática.
3. Promoción de estudios conceptuales nacionales.
4. Integrar servicios institucionales.

Adicionalmente conviene destacar el desarrollo de recursos humanos dentro de CEDEM que están permitiendo la constitución de un equipo profesional de alta calificación.

Aunque no somos los más indicados para juzgar la bondad de las anteriores actividades no deja de ser estimulante el apoyo institucional y profesional recibido por CEDEM especialmente con posterioridad al Seminario sobre ENF. Como muestras de la anterior aseveración pueden mencionarse las siguientes:

- Solicitud de asesoría al Plan Nacional de Nutrición.
- Solicitud de asesoría al Plan de Desarrollo Rural Integrado.
- Asesoría para la evaluación de la teleeducación oficial apoyando a la Universidad Tadeo Lozano la cual recibió ese encargo del Departamento Nacional de Planeación.

La flexibilidad institucional y la confianza en los profesionales pertenecientes a CEDEM son las principales razones motivantes del apoyo recibido.

Pero para promover, organizar y desarrollar los recursos humanos que actuarán en los procesos de mejoramiento, optimización e innovación de programas y proyectos de ENF a nivel regional y local hemos considerado pertinente solicitar financiación a la Agencia Internacional de Desarrollo -AID- para desarrollar el siguiente plan global.

A. Servicio de Informática e Intercambio.

Para servir de puente entre las experiencias ya desarrolladas, los estudios conceptuales, las investigaciones y los proyectos con necesidades de tales. Para promover estudios nacionales y popularizar los estudios de sofisticada calidad científica.

Se recogerán estudios y documentos; se harán resúmenes analíticos y se divulgarán a través de boletines y otras publicaciones.

B. Desarrollo de Recursos Humanos.

A través de estudios de procesos (investigación, evaluación, participación, seguimiento, integración, colaboración e innovación) a nivel regional y local, con partici-

pación de personas de programas y proyectos ENF y con discusión en Seminarios y Talleres, se implementarán los procesos que los proyectos y programas consideren pertinentes con la asesoría de CEDEM. Esta parte del plan global supone varias etapas a saber:

- Discusión de áreas prioritarias en los proyectos a nivel regional y local.
- Planeación y desarrollo de estudios de procesos.
- Estudio y discusión de resultados y estrategias de implementación a nivel de proyectos en Seminarios y Talleres.
- Implementación y evaluación de procesos mejorados con la asesoría de CEDEM.

C. Promoción y organización de grupos de estudio y coordinación a nivel regional y local.

Para lograr la descentralización, la responsabilidad regional y el mejor servicio se considero prioritario promover y apoyar la organización de grupos de estudio y coordinación a nivel regional y local.

Reagrupados en rubros contables se resumiría así:

- | | |
|--------------------------|----------|
| 1. Honorarios y salarios | - 60.000 |
| 2. Seminarios y Talleres | - 60.000 |
| 3. Estudios de procesos | - 70.000 |

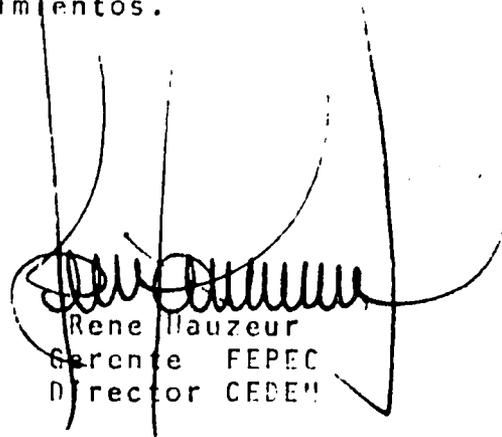
Este presupuesto permitiría sostener un grupo permanente de 10 profesionales y 4 personas auxiliares durante 39 meses (algunos de tiempo completo y otros de medio tiempo). También permitiría llevar a cabo entre seis y diez seminarios y talleres, dotar y desarrollar el servicio de informática y los estudios de procesos descritos previamente.

El tiempo de la donación estaría comprendido entre el 1º de Julio de 1975 y el 30 de Septiembre de 1978: 39 meses.

De la manera más concreta hemos tratado de hacerle a usted el resumen de nuestra solicitud.

Reconocemos su deseo de apoyar a FEPEC/CEDEM y por ello le damos nuestros sinceros agradecimientos.

Atentamente,



Rene Hauzeur
Gerente FEPEC
Director CEDEM