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**MID-TERM EVALUATION REPORT OF ACTIVITIES UNDER
COOPERATIVE AGREEMENT (OTR-0158-A-00-8155-00) WITH
VOLUNTEERS IN TECHNICAL ASSISTANCE (VITA)**

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1. OVERVIEW

This is the report for the mid-term evaluation of the Volunteers In Technical Assistance (VITA) Cooperative Agreement with FVA/PVC. The evaluation began on March 26 and was conducted in three stages: a headquarters visit; a site visit to Kenya, and final analysis and report writing stage (Annex 1: Mid-Term Evaluation Statement of Work). The evaluation assesses VITA's progress in undertaking training programs, implementing six in-country programs, expanding the Technical Information Service (TIS), and strengthening a technical information network. The evaluation has been carried out by a two-person team assisted in Kenya by a local VITA volunteer (Annex 2: Evaluation Methodology). The evaluation report is based on conversations and interviews with persons involved in different aspects of VITA's programs (Annex 3: Persons Contacted). In addition, several documents were used to provide the evaluation with background information (Annex 4: Documents).

The evaluation found that VITA has had difficulties in meeting the grant objectives for several reasons, including the fact that some planned activities were based on assumptions that have not been met. Moreover, management of the grant itself has been less rigorous than originally planned. Part of VITA's problem stems from the fact that it is at a crossroads in its own evolution and the nature of its activities indicates that its character is changing. It is evolving from a small PVO dedicated solely to providing information services to one element in an international information exchange network. In a sense VITA has outgrown the Matching Grant, which itself evolved out of an Institutional Strengthening Grant that was synonymous with VITA's original organization and mission. The Matching Grant is no longer the heart and soul of VITA. Rather, it is one component in an increasingly complex organization and information network. This evolution seems not to have been perceived by VITA, creating mixed expectations that have resulted in some grant management problems.

VITA's evolution makes it potentially one of FVA/PVC's more important grantees because of the unique use of communications in development. However, in order to realize its potential and to manage the Cooperative Agreement more effectively, VITA needs to do two things. First, it needs to designate a grant manager responsible for the operational aspects of the Cooperative Agreement and answerable to VITA's Executive Director. Secondly, VITA should begin to consolidate grant activities by following up on training, requesters, and volunteers as an integral part of grant

activities. Such follow-up would become an important aspect of institutional strengthening both for VITA and its local partners.

This report is organized according to the evaluation statement of work. The following section summarizes principal findings. It is followed in turn by the principal recommendations. The fourth section is a discussion of evaluation issues. The fifth section is an assessment of grant activities to date, organized by the five activity assessment questions.

2. PRINCIPAL FINDINGS

The evaluation found that program activities are being implemented according to the purpose and goal of the Cooperative Agreement (Annex 5: Cooperative Agreement Program Description). That is, VITA's activity is stimulating economic activity through the diffusion of knowledge in Third World countries. However, the pace of implementing grant-specific activities is uneven, with targets for training, expansion of the information network, and in-country programs not being met as originally conceived (see Section 5. Assessment of Grant Activities). In addition, management of the grant appears to be weak. VITA's overall activities appear to be well managed; however, documentation and monitoring of specific grant related activities in terms of the Cooperative Agreement has been poor. Finally, the evaluation found that VITA has created a solid base for its programs through the cultivation of a client base that is willing and anxious to utilize VITA's services and information. VITA should be able to build on this base to strengthen its impact by providing more follow-up and consultations with its requesters, volunteers, trainees, and information network partners.

3. SUMMARY OF PRINCIPAL RECOMMENDATIONS

This report makes four principal recommendations with more detailed recommendations provided in the discussion of specific grant activities (Section 5). The recommendations are:

- o VITA should change its form of grant management for the remaining period of the Cooperative Agreement by designating a grant manager other than the Executive Director. The grant manager should have responsibility for month-to-month oversight and coordination of grant implementation activities. If found appropriate, FVA/PVC should consider a small amount of supplemental funding to allow VITA to strengthen its institutional capacity.
- o For the remaining period of the grant, VITA should limit the total number of countries in which it conducts training pro-

grams, building on ongoing country programs and past training programs.

- o In order to ensure that 30 ground stations are in place as part of VITA's match, VITA should request a no-cost extension to complete this activity.
- o In order to ensure that country programs are in place according to the Cooperative Agreement, VITA should consider reducing the number of in-country programs from six to three or four. Furthermore, VITA should assess other non-U.S. Government funded Africa in-country programs in its portfolio for inclusion in the grant. If necessary, VITA should request a no-cost extension for this activity to ensure that in-country programs meet the goal and purpose of the grant.

4. ASSESSMENT OF EVALUATION ISSUES

This section of the report discusses five issues that were specified by the evaluation statement of work. These issues detail VITA's progress in strengthening local organizations, the management implications of increasing demand on VITA's information service, the adequacy of resources and VITA's grant management capability, the implications of the use of new technologies, and perceptions of requesters and volunteers about VITA's service.

4.1. Progress in Strengthening the Ability of Local Institutions and Organizations to Operate Information Systems that Support Small-Scale Economic Development

Institutional development and strengthening is incremental and multivariate. VITA's impact on developing settings represents only one set of variables (information and skills transfer) in the development process.¹ Given VITA's unique use of communication as the principal development channel and a network of some 5,000 volunteers, VITA exercises very limited control over the settings into which information is transferred, and no control over how information is used. Therefore, the success of VITA's development assistance rests four square with the beneficiary. VITA can only increase the probability of success in institutional strengthening through its selection of beneficiaries and partner organizations, and through the design of training material.

¹. VITA is an excellent example of an organization that assumes the diffusion of information will stimulate economic development. A history and discussion of the importance of the diffusion of technologies and technical information in economic development is given by Everete Rogers in the Diffusion of Innovations.

Given these qualifications, VITA was observed to be making some progress in strengthening local information and training centers. There are four basic ways that VITA directly supports local information centers under the grant: 1) by entering into information exchange agreements with other documentation centers (Annex 6 Sample Exchange Agreement), 2) by distributing data bases to information centers, 3) by providing training programs, and 4) by supporting in-country programs. The last mechanism represents VITA's most direct form of assistance.

A fifth, and less direct, way of supporting local institutions is through the requester service. Requesters frequently ask for technical information that will be used by a local group, such as a business or a women's cooperative.

Examples of VITA's ability to directly strengthen local organizations are through in-country programs in Zambia and Kenya. In Zambia, VITA has provided both technical and administrative support to Village Industry Services (VIS) to undertake projects such as the provision of hammermills to local women's groups. VITA strengthens VIS by providing advice on management, funding sources, and technical services. In the VIS project, the real development impact appears to be the increased ability of VIS to better serve its constituency, which is the poor and rural women.

VITA's assistance to the Christian Industrial Training Centres (CITCs) in Kenya is another example. In 1988, CIRC personnel were trained to develop and use information centers. Training included introduction to classification and information retrieval systems that can be adapted to CITCs' own training programs. In addition, each CIRC information center can serve its surrounding community. Although, direct VITA assistance to CITCs has been stalled because of funding problems (see Section 5.2.), VITA's proposed program is sound. It will enable each CIRC to upgrade curriculum, enhance CIRC-based production units, enabling each CIRC to generate income, and assist trainees to better place themselves in employment after training.

VITA's training program strengthens local centers by training information officers in documentation collection, storage, and retrieval. The impact of training varies from trainee to trainee. In Kenya, for example, several members of the 1988 training course left their original institutions and have not appeared to utilize their skills (Annex 7: 1988 Kenya Training Participants). However, other trainees have applied their training by organizing their institutions' information centers. Several former trainees have passed on their new found skills by training co-workers or subordinates. In addition, the results from the requester survey indicated that VITA is establishing some of the pre-conditions for growth. Requesters are trying to use the information they receive. Perhaps more importantly, they

pass the information they receive to others who might also be able to use it.

The evaluation also found that VITA's role in institutional strengthening could be reinforced through a process of follow-up. Requesters and volunteers could be contacted, and trainees integrated into VITA's program, by periodically contacting them as an integral part of grant activity. The evaluation was useful to those contacted in Kenya and through the mail survey because it gave them a chance to clarify issues. For example, in Kenya the evaluation acted as a follow-up that enabled VITA's evaluators to clarify some of the information requesters had received, explain VITA's services, and listen to suggestions for improving the service. In fact, the evaluation team's visit seemed to spur some of the requesters and trainees into using the information. The evaluation provided VITA with an opportunity to reinforce the information it had transferred to several beneficiaries.

4.2. Management Implications of Increasing Demand for Technical Information on the Technical Information Service

Requests for information to the Technical Information Service (TIS) are increasing at a rapid rate. Currently, VITA is processing requests at an annual rate of 25,000; more requests are projected for 1990 than VITA's total during the first decade. This request rate indicates an increased work load for TIS staff. Work involves initial screening of the request, logging the request into VITA's requester file, opening a new requester file for first time requests, determining the appropriate response to the request, and replying to the request. VITA's TIS undertakes this work following a policy that requires each request to be honored within one week.

As requests are projected to grow into the coming year, the TIS is faced with three implications for operation of the service. The first implication may be a revision of policy, the second is technological, and the third is organizational. First, VITA may be forced to reconsider its policy of honoring each request, or to establish a priority response system.² This is the least desirable option for VITA since its management believes that it has a commitment to people who have no other source of technical information and any screening system would have difficulty establishing the worthiness of each request.

². This issue has been raised by past evaluations such as the final evaluation for the previous grant by Sherrod and Wasserman (1987). However, such an action would violate VITA's deeply held sense of mission to provide information to all those who ask.

The second implication might be a search for innovative technologies to increase the efficiency of request processing. For example, VITA already is responding to the increased demand by exploring laser pencil technologies that can speed initial request processing. This activity builds on a VITA tradition to utilize technologies to facilitate communication and information use. In the first year of the grant, VITA recognized that holding paper documents was an obsolete activity and converted its hard copy documents to microfiche and electronic forms.

The third implication is organizational. VITA is in the process of creating a worldwide information network with VITA/Washington as one element of the network. As the network grows and information centers are strengthened through training and exchange agreements, VITA will have the facility to decentralize the request process by referring routine requests to local information centers. In addition, as the cadre of Third World VITA volunteers grows, VITA will be able to augment its North American-based technical resources with local experts. This will enable VITA to maximize the impact of technical information. If VITA is able to decentralize under the pressure of increased demand for information, the Washington-based operations would specialize in more technical or sophisticated information bases.

4.3. Adequacy of Resources and Management Capabilities

This is the most problematic of the evaluation issues. In discussing resource and management issues, it is important to distinguish between overall management and management of specific grant activities. VITA's management of its development activities does not appear to be a problem. VITA managers are competent and appear able to keep their activities on track. VITA produces its technical papers, and responds to requests, in a timely fashion. What is problematic is the management of the Matching Grant as a discrete set of activities. The issue of grant management is a continuing issue. The 1987 Matching Grant Review Committee approved VITA's application with an understanding that VITA would strengthen its grant management capabilities. However, it appears that grant activities have been folded into other VITA activities, making it difficult to distinguish between different types of activities.

Management of the grant as a discrete set of activities accountable under the Cooperative Agreement with FVA/FVC appears to be lacking. There is no one at VITA headquarters whose sole responsibility is grant oversight. Instead, VITA's Executive Director has assumed grant management responsibilities along with a wide range of other executive, management, and policy responsibilities. The Executive Director has delegated liaison responsibility for the grant to a program officer, who has other responsibilities including oversight of several country programs. The fact that several VITA managers were unable to distinguish their

grant activities from other activities, or were not aware that some of their activity was related to the Matching Grant, also is indicative of this problem.

This gives the impression that VITA lacks day-to-day coordination of Cooperative Agreement activities as well as coordination between different grant and contract activities. It is easy for grant activities to become blurred and difficult to keep an account of grant activities in this context. Some of the confusion over the boundaries of the grant is reflected in the first annual report. The Cooperative Agreement stipulates that training and in-country activities will occur in Africa. However, VITA reported on a training program in the Philippines and activities in Belize and Jamaica. VITA did not notify FVA/PVC of changes in program activity when the Philippines training occurred, although the Cooperative Agreement specifies that training will occur in African countries.

Another example of confused grant management, which has implications for VITA's ability to meet its match, is the proposed Kenya in-country program and its ongoing Zambia program. The Cooperative Agreement specifies that VITA will undertake a country program in Kenya. Details of the Kenya program are provided in VITA's 1987 Matching Grant application. The country program is based on the Christian Industrial Training Centres (CITC) noted above. However, due to funding difficulties, implementation of the Kenyan program has been delayed. VITA has received only half of a promised \$200,000 from RJR Nabisco. In order to resolve these difficulties, VITA has approached the USAID/Kenya Mission for co-financing utilizing the RJR Nabisco contribution. Should this occur, the Kenya project might no longer qualify for the Matching Grant program. Funding for the Zambia in-country program provides another example of confused grant management. During the first year of the grant the Zambia Village Industry Services (VIS) project was privately funded and attributed by VITA to the grant as part of its match. However, continuation of the Zambia project as a matching grant activity became problematic when, in October 1989, the Zambia project received funding from the USAID/Zambia Mission.

Part of the difficulty that VITA appears to have in managing the grant as a discrete set of activities lies in its interpretation of the grant. In past years, FVA/PVC grants were synonymous with VITA's entire program. However, VITA appears to have "outgrown" this arrangement. The current Cooperative Agreement, while reflecting VITA's philosophy and mission, represents one set of the PVO's activities among other development activities. Still, VITA refers to this grant as a "core grant" with the implication that the grant supports VITA's entire program. Its designation as the "core grant" stems from VITA's past experience with FVA/PVC. The present Matching Grant is the first true matching grant that VITA has received. Previous FVA/PVC grants have been

institutional strengthening grants requiring no PVO match and supporting "core" information service and training activities. The present grant continues support of "core" activities, but adds several other grant specific training, in-country program, and information network support activities. The information network support (e.g., PACSAT ground stations) and in-country programs are to be funded through non-U.S. Government monies and comprise VITA's match.

While part of the difficulty rests with the lack of management within VITA and VITA's interpretation of the Matching Grant, another part of the problem rests with a lack of FVA/PVC oversight of the VITA Matching Grant as part of grant management. Since 1988, at least four FVA/PVC Project Officers have been assigned to monitor VITA's Cooperative Agreement. This has occurred at a time of complete change in FVA/PVC management, when officers have been distracted by new assignments and working relations. In effect, the VITA grant has fallen through the cracks. VITA has been left to its own interpretation and operations with no effective FVA/PVC participation in the Cooperative Agreement to review grant progress.

4.4. Implications of the Use of New Technologies (e.g. PACSAT and micro-computers) on the Organization and Management of a Decentralized Information Service

The innovative adaptation of technologies such as satellite communications systems and micro-computers to a VITA-based information network has several implications for VITA's future form. One concerns access to information and technology, another concerns changes in VITA programming.

By adopting sophisticated technologies VITA might be institutionalizing a paradox within its programming. Satellite technologies and micro-computers have the potential to extend the reach and impact of VITA's information system. Perhaps more importantly, the use of these technologies contains the potential for greatly empowering VITA beneficiaries in the development process. However, this potential for empowerment exists only for those who have access to these technologies. Both the PACSAT ground stations and the micro-computers are expensive and require regular sources of power and maintenance (although each can be solar or battery powered). Applications of these technologies will be by organizations that have access both to necessary power sources and development capital to invest in the technologies. Some potential beneficiaries of VITA training and information may then not have access to the new communication and information technologies. While probably not a major problem, the introduction of sophisticated technologies can lead to further differentiation among beneficiary groups. This does become an issue in those cases (as under the Cooperative Agreement) in which VITA is committed to assisting marginalized and poor people. Such groups

of people rarely have access to resources symbolized by PACSAT ground stations and micro-computers.

For example, differential access to technology was observed in Kenya among former trainees and requesters. The two extreme examples in the training program are provided by the CITC/Thika trainee and the Kenya Polytechnic trainee. The latter trainee entered the course as a trained liberian working for a sophisticated library that is in the process of securing micro-computers. The former trainee was an accounting clerk with no previous library experience who is creating a documentation center from a handful of publications. Her center literally resides in cardboard box. The Thika CITC has little chance of securing micro-computers in the near future. This same variation was observed among requesters.

The second implication of new technologies is programmatic. Already VITA is beginning to address legal, administrative, and training issues surrounding the adoption of the new technologies. In the case of the satellite ground stations, VITA is beginning to assist potential ground station users in a radio licensing process. As the ground station network expands, VITA may find an increasingly greater proportion of its program time devoted to providing the necessary advice and support for licensing ground stations. VITA may work through intermediaries such the African Development Foundation or UNDP, or may find itself working directly with beneficiaries and host country governments. Still, VITA may need to anticipate other legal, maintenance, and funding issues associated with an expanding satellite system.

The final implication of the new technologies concerns competition with official communications organizations. In many places where VITA works, governments maintain strict control over the flow of information and knowledge (communications systems can be important sources of revenue and power). VITA quite rightly is introducing technologies to broaden the base of communications. VITA programs that encourage a freer flow of information may lend themselves to helping establish more pluralistic settings in addition to economic development. However, VITA may be creating potential for conflict with regulatory agencies and/or with entrenched elites who have maintained their base through the control and manipulation of information.

4.5. Requester Perceptions of Usability of Information Received for Business Development

In general, the results of the requester survey indicate that VITA is successful in attracting people to the Information Service and responding to requests with desired and appropriate materials. Comments from informants in Kenya and written comments on some of the returned questionnaires indicate that VITA might institute some follow up procedures to help clarify re-

quests, respond to local desires to be incorporated within VITA's network, and stimulate use of the information.

As part of the evaluation, requesters were contacted to assess their perspectives on VITA's information service. Questionnaires were mailed to 655 requesters throughout Africa (Annex 2: Methodology) and several requesters were contacted for face-to-face interviews in Kenya. At the time of this report, 57 completed questionnaires had been returned.³

Frequencies of requester characteristics are shown in Table-1. All of the requesters were male, ranging in age from 20 years to 62 years, with an average age of 33 years. All of the occupations were technical and administrative and represented the developing technical and market sectors of contemporary Africa. The level of educational attainment also indicates the extent to which requesters were rooted in the "modern" sector. Over half of the requesters had some experience with higher education. If the sample is representative of VITA requesters, VITA clients are progressive and represent a potential leadership base for local development.⁴

In general, the findings indicate that requesters have made recent, though infrequent, use of the information service. They have learned of the service through VITA's Voice of America Broadcasts (VOA). They have requested information for several reasons including general interest in acquiring new knowledge (again an indicator of progressive individuals) and for application to farming and community development. These reasons appear consistent with the results from interviews with informants in Kenya. There, informants expressed a desire to increase their own understanding and knowledge of development, usually in the context of improving farms and communities, indicating that the beneficiary of their request was either themselves or their community. Most of the information requested was for agriculture, community development, or energy. The remaining requests were scattered among water resources, natural resources, food,

3. Fifty-seven responses represents a 9% response rate which should be considered a good response rate for an international mail survey. Given the rate of return and delays in mail to Africa and within Africa, VITA can expect additional questionnaires to be returned through June and perhaps into July.

4. The work of Rogers noted above details how more progressive individuals are the first to be attracted to new ideas and technologies. Once they have adopted and adapted these technologies other members of their communities will follow suite. If Rogers' theories and observations hold true, than VITA has begun to reach the type of local leader who will stimulate local economic growth over time.

and industry. The respondents indicated that the information was used mostly for farms or for sharing with others. If the Kenya informants provide any indication, information that was not used was being saved for some future time when resources or time might become available. The sharing of information with others by well over half of the respondents seems to confirm an important assumption VITA has made about information exchange: by responding to each request for information, VITA increases the probability that information will be circulated throughout local communities to individuals who normally would not have access to that information. Finally, most of the requesters found the material they received to be useful.

The findings indicate several patterns of interest to VITA. First, information is used and shared. VITA is succeeding in diffusing information through host communities. Secondly, VITA's strategy of incorporating VOA broadcasts into its information services appears a sound strategy. It has introduced the information service to many potential users. Thirdly, the use of information for agriculture and community development by a relatively well educated sample who are pursuing urban based activities indicates the close connection between urban based elites and their rural origins, which characterizes contemporary Africa. One means of assisting rural communities is to assist urban-based people who have rural connections.

Finally, one case exemplifies how the information service has the potential to animate local development. The case is a Gambian requester who has taken on to himself the duplication of technical papers he receives from VITA for circulation to other interested persons. In addition, he has organized a radio club to listen to VITA's VOA program. The club discusses the broadcasts and tries to interest others in VITA's programming. Finally, he has volunteered to act as a VITA on-site representative to further VITA's information service. This one case represents the potential and promise for VITA's innovative development programming. This case also indicates the need for follow-up to ensure that such requesters are sincere and effective, and to provide them with support if they are.

5. ASSESSMENT OF GRANT ACTIVITIES

VITA has achieved progress in each of the four areas of grant activity. However, progress has been uneven, with fewer in-country programs, less training, and fewer information centers added under the grant than originally planned. Barriers to progress have been faulty initial assumptions and several external factors. In order to ensure that grant objectives are met several recommendations are made below for each grant activity. The discussion that follows is organized in terms of the five assess-

ment questions specified in the Evaluation Statement of Work. The assessment questions are:

- o Are the stated objectives of the Grant Agreement being met:
 - i) If yes -- what is the nature of the progress
 - ii) If not -- what are the barriers preventing program implementation, what steps is VITA taking to overcome barriers?
- o Are the assumptions for achieving the desired outputs warranted in light of knowledge of grant activity after 18 months of implementation?
- o Are the original objectives reasonable given the magnitude of the activity and VITA's technical and management capability?
- o Should the objectives of the grant be re-assessed?
- o What steps should be taken in the remaining period of the grant to fulfill the grant agreement?

5.1. Program Activity: Training

- o Are the stated objectives of the Grant Agreement being met:
 - i) If yes -- what is the nature of the progress;
 - ii) If not -- what are the barriers preventing program implementation, what steps is VITA taking to overcome barriers?

Although a training module has been developed and two courses have been implemented (the Philippines training activity does not technically fall under the grant), VITA is in danger of not meeting its total number of trainees (Annex 8: Summary of Training Targets). VITA has committed itself to training 135 information users in-country and 18 at headquarters. The training activity is summarized as follows:

<u>Specified Under Grant</u>	<u>Actual Implementation</u>
Yr 1: Training in 3 African countries for 45 Training at HQ for 6	Training in Kenya for 12 Training at HQ for 7
Yr 2: Training in 3 African countries for 45 Training at HQ for 6	Training scheduled in Liberia (for 6) in Sudan (for 5 -- pending approval by FVA/PVC, in Tanzania (planned for April '90, but postponed) Training at HQ for 2

The training targets have not been met for several reasons, primarily a change in the training program from previous grants and to several external factors. First, the training activity as described for this Matching Grant grew out of a series of headquarters training activities. Under prior grants VITA would conduct training for Third World technicians at its headquarters. In order to facilitate participation in these training exercises, VITA provided scholarships to help defray the cost of travel and expenses while in the Washington area. Under the current grant, the program was changed to eliminate scholarships, reduce the number of headquarters training courses, and decentralize training into the field. Field-based training was planned to occur under the auspices of host country organizations. Local organizations would arrange for the training and be responsible for the local logistics.

VITA has had difficulty in doing its training courses because prospective participants in the headquarters program have been unable to raise their own monies to attend. Local training has been difficult to organize because local organizations (e.g., in Tanzania) have not been able to coordinate training courses. In addition, several other factors wholly outside of VITA's control have created difficulties for the training activity. For example, the April 1990 training course in Liberia was suspended because of political instability and insurrection. Unfortunately, there appears not to be in place sufficient planning to allow alternatives to training programs that do not materialize because of inadequate local resources, or for other reasons such as political instability.

o Are the Assumptions for Achieving the Desired Outputs Warranted in Light of Grant Activity to Date?

As noted above, several assumptions implied in the design of the training activity have proven to be invalid. Assumptions about the demand for training, participation by qualified trainees, and availability of qualified trainers are warranted. However, assumptions concerning the ability of trainees to attend training sessions and the ability of local organizations to make arrangements for in-country programs are not warranted. Because VITA was discouraged from incorporating trainee scholarships into this current grant, trainees for the headquarters program are expected to cover their own travel and living expenses, and more training is to take place in the field. These are worthwhile objectives, but more attention and resources need to be placed on facilitating participation in training and supporting local training partners. By basing the operation of training courses on these two latter assumptions, the program has based itself on two elements that are preventing VITA from achieving its training goals. Although the intent of placing more responsibility on beneficiaries is laudable, it appears to be unworkable as presently structured.

o Are the Original Objectives Reasonable Given the Magnitude of the Activity and VITA's Technical and Management Capability

If the two barriers to success noted in the previous paragraph are removed-VITA should have the capacity to meet its original training objectives. Within the final grant year VITA must conduct in-country training programs for 123 trainees and a training program for 11 trainees at headquarters. This is a reasonable target provided that VITA can consolidate and build on the programs its has already conducted, or has planned for the immediate future.

o Should the Objectives of the Grant Be Re-Assessed?

The training objectives of the grant should be clarified. VITA has placed the emphasis in its in-country training programs on conducting training in three new African countries for each year of the grant. The grant should be interpreted to place the emphasis on the number of trainees, rather than the number of countries. Training should occur in only three countries. This would enable VITA to build on already established relationships and to coordinate training programs with its in-country programs. Training could then involve follow-up to the Kenya training program. In addition, VITA could create more specialized training courses to meet the needs of beginning and more advanced information system utilizere. If evidence from the Kenya training program is indicative of VITA's efforts elsewhere, VITA has succeeded in establishing a demand for its training programs. Former trainees recommended additional courses, and one former trainee's supervisor indicated that she had other employees and programs that would benefit from a VITA training program. In the Kenya case, VITA has established the rudiments of a training infrastructure. Repeating the training program in Kenya for several rounds would allow VITA to consolidate its gains and further institutionalize the lessons learned within the beneficiary organizations.

o What Steps Should be Taken in the Remaining Period of the Grant to Fulfill the Grant Agreement?

VITA should concentrate its training activities in only three countries including Kenya. Training courses should also be integrated into ongoing country programs. Other training courses might be held in conjunction with the VIS program in Zambia. This doubling of effort will allow VITA to take advantage of its existing administrative infrastructure, which could lend itself to support some local group that would then undertake planning for the training as originally conceived. Training courses also might be adjusted according to trainee feedback. Courses could be lengthened to allow more time for lessons and library visits. Former trainees could be utilized as on-site VITA volunteers to assist the principal trainer (reducing costs by eliminating the

need for two VITA representatives to travel from the U.S.). In addition, VITA should develop a remedial course to meet the needs of beginners and those information specialists who do not have immediate access to micro-computers for more sophisticated library systems.

The evaluation of the training program in Kenya found a very enthusiastic and favorable response from former trainees. In addition, all the trainees provided the evaluation team with insights that have been incorporated as recommendations in the above paragraph. Each trainee found the course useful and usable. Two of the trainees entered the course with no documentation or library experience. They were able to use the course as a first step to their certification. Finally, a former trainee, who is now a collection specialist at Kenyetta University, thought the course materials presented an ideal system for small libraries.

5.2 Program Activity: In-Country Programs

- o Are the stated objectives of the Grant Agreement being met:
 - i) If yes -- what is the nature of the progress;
 - ii) If not -- what are the barriers preventing program implementation, what steps is VITA taking to overcome barriers?

VITA has experienced difficulty in establishing in-country programs, including several set-backs in funding that have been outside its control. At the end of the first grant year, there was one in-country program operating under the Cooperative Agreement. Progress on in-country programs is summarized as follows:

<u>Specified Under Grant</u>	<u>Actual Implementation</u>
Yr 1: Implement/Expand Field projects in Zambia, Kenya, and Mozambique.	Expand (enhance) program with Village Industry Service (VIS) in Zambia.
Yr 2: Implement/Expand Field Projects in Mozambique and one other African country.	Initiate program with CITC in Kenya*

*VITA is seeking USAID/Kenya co-financing for this project. Co-financing might render the CITC project ineligible for inclusion in a FVA/PVC Matching Grant since VITA's private contribution would be attributed towards the Kenya co-financing project and not the Matching Grant.

The first barrier to success in implementing in-country projects was the interpretation of the PVO match to the FVA/PVC grant and the second is funding. FVA/PVC has applied an interpretation of the PVO match to mean that no direct or indirect use of Federal monies would be allowable for the match. VITA programs that have

UNDP or World Bank funding (which contains U.S. Government monies) could not be attributed to the match. This created pressure on VITA to seek wholly private contributions for its in-country programs. In the first year of the grant, the Zambia program was the only successful private contribution to the Matching Grant. However, its current USAID/Zambia financing would appear to jeopardize its Matching Grant status.

A second barrier has been the withdrawal of public and private support. In Kenya, the proposed program received only half of a private contribution from RJR Nabisco, frustrating efforts to implement an innovative project in support of the Christian Industrial Training Centres. The proposed program in Mozambique was postponed when local A.I.D. encouragement was withdrawn.

A possible third barrier is VITA grant management. In response to the 1987 Matching Grant Review Committee suggestion, VITA designated a person at headquarters who would market its country programs. However, this person was in place for less than one year before being re-assigned to manage a VITA project Liberia. This has created a gap in an important program function, increasing VITA's marketing and management difficulties.

o Are the Assumptions for Achieving the Desired Outputs Warranted in Light of Grant Activity To Date?

One assumption needs to be questioned and that is VITA's program management capability. Other assumptions of demand for services and qualified participants appear warranted. However, given the observation of grant management problems presented in Section 4., VITA needs to re-assess its ability to oversee six in-country programs in terms of the Cooperative Agreement. Until Matching Grant responsibilities are clearly articulated within VITA, the implementation of five additional country programs within the remaining one year of the grant may be too ambitious. The incorporation of five additional country programs would require several tasks, including assessment of program goals and purposes, development of country data sheets and country implementation plans, and coordination of reports, monitoring, and self-evaluation activities.

o Are the Original Objectives Reasonable Given the Magnitude of the Activity and VITA's Technical and Management Capability?

Following on the previous comments on program assumptions, the implementation of six country programs may be too ambitious in the context of a grant with four distinct sets of activities.

o Should the Objectives be Re-Assessed?

The objectives should be re-assessed to determine the feasibility of six in-country programs. This re-assessment should focus on

grant management needs. Re-assessment also should include review of other VITA country programs to determine if they can be incorporated within the Matching Grant. Acceptable, already ongoing, country programs might be those in Chad, Central African Republic, and Djibouti. In addition, new start-ups may take place in Zimbabwe, Mozambique, and Madagascar. Any of these country programs may satisfy the Cooperative Agreement. The continuation of the proposed Kenya country program under the Matching Grant also needs to be re-assessed. Funding the Kenya CITC program through USAID/Kenya Co-Financing would necessitate its removal from the Matching Grant program.

o What Steps Should Be Taken in the Remaining Period of the Grant to Fulfill the Grant Agreement?

In order to fulfill the in-country portion of the Cooperative Agreement, several steps should be taken. First, other African country programs should be assessed to determine if they would be likely candidates for inclusion in the Matching Grant program as part of VITA's contribution to the match. If Chad, Djibouti, Central African Republic, or other African country programs appear to be suitable candidates, then the Agreement should be amended to include acceptable programs. In seeking to fulfill this activity, VITA should be more concerned with creating country programs that will lead to local institutional strengthening, rather than simply fulfilling the original requirement to have six African countries in the grant. VITA should not be pressured to include country programs for the sake of a paper requirement. Instead, VITA should focus its attention on fewer country programs that ensure local organizational growth and sustainability. If necessary, a no cost extension for country program activities should be granted to ensure that such programs are fully operational. Again, the emphasis is on strengthening VITA's organizational capacity to produce country programs that lead to local organizational growth and sustainability.

5.3 Program Activity: Technical Information Service

- o Are the stated objectives of the Grant Agreement being met:
- i) If yes -- what is the nature of the progress;
 - ii) If not -- what are the barriers preventing program implementation, what steps is VITA taking to overcome barriers?

VITA's greatest success in fulfilling the terms of the grant agreement is with the Technical Information Service (TIS). The TIS represents VITA's original mission and appears to be the most advanced component of VITA's organizational network. Indeed, VITA is beginning to feel the strain of its success. As of April 1990, requests for information and assistance were running at an annual rate of 25,000 (more requests are projected for 1990 than VITA received in its first decade of operation). This is a tri-

bute to VITA's ability to market its information services and an indication of the great need and demand for technical information. Progress on the TIS is summarized as follows:

<u>Specified Under Grant</u>	<u>Actual Implementation</u>
Inquiry Service	
Yr 1: 10,000 inquiries	12,487 inquiries
Yr 2: 12,000 inquiries	Expected 25,000 requests for 1990 (includes 9 months of the third grant year)
Documentation Acquired	
Yr 1: 1,500 acquired	1,360 acquired
Yr 2: acquisition activity was suspended	
Papers Produced	
Yr 1: 6	6
Yr 2: 6	6
VOA Broadcasts	
Yr 1: 52	52
Yr 2: 52	52

NOTE: See Annex 9: Requester Summary; Annex 10: List of VITA Matching Grant Publications; and Annex 11: Summary of VOA Broadcasts

o Are the Assumptions for Achieving the Desired Outputs Warranted in Light of Knowledge of Grant Activity To Date?

The basic assumptions that undergird the TIS appear warranted. First, the number of requests for information, demand for technical papers, and the VOA broadcasts all indicate a demand for VITA's information service. In addition, VITA maintains a 5,000-member volunteer base that participates in responding to information requests. Finally, VITA appears to have the ability to respond to all requests within a reasonable period of time. However, as noted in Section 4, the increase in demand will force VITA to adopt increasingly efficient handling techniques.

o Are the Original Objectives Reasonable Given the Magnitude of the Activity and VITA's Technical and Management Capability?

The original objectives for the TIS are reasonable given VITA's technical and management ability.

o Should the Objectives of the Grant Be Re-Assessed?

Most of the objectives for the TIS should not be re-assessed. However, the documentation acquisition portion of the TIS activity will need to be dropped from the Cooperative Agreement. After the first year of the grant, VITA suspended documentation acquisition for two reasons. First, the expense of acquiring hard copy documents escalated and acquisition could not be justified. Second, in a move to modernize its document collection and handling facilities VITA "modernized" its facilities by placing its documents in electronic form and by subscribing to other technical information services such as Dialog. In effect, the acquisition of documents became obsolete.

o What Steps Should be Taken in the Remaining Period of the Grant to Fulfill the Grant Agreement?

For the most part, the TIS should operate as usual. The Cooperative Agreement should be modified to reflect the change in the document acquisition portion of the TIS activity.

5.4. Program Activity: Information Network Support

- o Are the stated objectives of the Grant Agreement being met:
- i) If yes -- what is the nature of the progress;
 - ii) If not -- what are the barriers preventing program implementation, what steps is VITA taking to overcome barriers?

The establishment of an information network is a, if not the, key element in the evolution of VITA from a single PVO providing technical information and assistance to an international information exchange network geared to economic and social development (Annex 12: Sample of Exchange Agreement Requesters). Part of the evolution of this network is dependent on the innovative use of satellite technologies incorporating an international network of communication stations operated by local organizations and tied to satellites. This network is envisioned to provide low-cost access to sources of technological information for organizations that do not presently have such access. Targets for the establishment of this network have not been met, largely due to factors beyond VITA's control. VITA originally planned to add 225 cooperating information centers, 30 of which would participate with the PACSAT system by adopting ground stations. This activity would account for a substantial part of VITA's match. Progress on the Information Network Support activity is summarized as follows:

<u>Specified Under Grant</u>	<u>Actual Implementation</u>
Info Centers Added	
Yr 1: 50 centers	Yrs 1 & 2: 57 centers

Yr 2: 75 centers
30 PACSAT Ground
Stations funded

added through training
and 23 centers added by
exchange agreements for a
total of 80 centers.
No ground stations funded

VITA's information network is based on a series of information exchange agreements and participation in VITA's training programs. As originally planned, VITA's network would be expanded by 225 participating information centers. Thirty of the participating centers would be linked to one another through satellite technology (Annex 13: Potential PACSAT/PCE Demonstration Ground Stations). As VITA defines the information network, satellite communications systems are key. The development of 30 ground stations tied to a communications satellite would be the core of its information network. Over time, ground stations would be adopted by other participating centers.

However, several barriers have prevented VITA from meeting its grant objectives. The first barrier has been the difficulties in meeting the training targets described above. This has limited one means of bringing centers into VITA's information network. The second barrier has been technological. The provision of ground stations to 30 information centers has been hampered for two technical reasons. First, the launch of the PACSAT satellite was delayed until January 1990 because of the January 1987 Challenger disaster (the satellite was originally planned to be launched from a U.S. space shuttle). Until VITA had PACSAT operational there was no "product" upon which to build the satellite-based information network. The second technological constraint has been the development of PACSAT ground stations. VITA has entered into an agreement with Virginia Polytechnic Institute to produce 50 ground stations. However, VPI has not been able to keep its production schedule with delivery postponed from April 1990, to August/September 1990.

In addition, VITA is faced with several more hurdles before the PACSAT system is fully operational, once the hardware for the communication system is in place. These include ensuring that ground stations receive the necessary licenses for operation and that personnel are trained in their use and maintenance.

VITA already has begun a process of establishing the steps needed to bring each ground station on line. VITA has begun informal discussions with several local authorities and potential ground station users to prepare for licensing process. In order to bring more information centers into the network, VITA is prepared to solicit participation from information centers.

o Are the Assumptions for Achieving the Desired Outputs Warranted in Light of Grant Activity to Date?

The original assumptions that training goals would be met and that a satellite technology would be in place are not warranted, in part because implementation depended on factors beyond VITA's control. Assumptions about the technical data base and demand for inclusion into the satellite-based network are warranted. Once the satellite was launched, other information-based organizations and several other PVOs expressed interest in adopting the PACSAT system. These groups include the National Science Foundation, African Development Bank, Satelife, Team Technology, CARE, and Save the Children. VITA appears to have the capability to manage the information network.

o Are the Original Objectives Reasonable Given the Magnitude of the Activity and VITA's Management and Technical Capability

The objectives are reasonable in terms of management and technical capability. However, the objectives as originally defined are not reasonable within the remainder of the grant period given the problems with training and the delay in putting PACSAT in place.

o Should the Objectives of the Grant be Re-Assessed?

The overall objective of establishing an information network and introducing an innovative communications technology should not be re-assessed. However, given the delays noted above, expectations for achieving specific goals such as number of ground stations and information centers should be re-assessed. VITA should not be expected to achieve the original objectives within the remaining year of the grant.

o What Steps Should be Taken in the Remaining Period of the Grant to Fulfill the Grant Agreement?

VITA should seek a no-cost extension for this activity to ensure that ground stations are in place in order to achieve the stated outputs in the Grant Agreement. The extension should be from six to nine months assuming VPI will be able to deliver the ground stations by August 1990. In order to ensure that a total of 225 information centers join VITA's greater network, VITA should mount a solicitation campaign.

Annex 1:

STATEMENT OF WORK FOR MID-TERM EVALUATION OF COOPERATIVE
AGREEMENT (OTR-0158-A-00-8155-00) WITH VOLUNTEERS IN
TECHNICAL ASSISTANCE (VITA)

I. SUMMARY

This is a statement of work for a mid-term evaluation of VITA's activity under Cooperative Agreement # OTR-0158-A-00-8155-00. The statement identifies key evaluation issues, details an evaluation scope of work, and describes an evaluation methodology. The evaluation will assess VITA's progress on the implementation of training programs, the implementation of in-country support programs, expansion of the technical information service (TIS), and strengthening of a technical information network (see Enclosure 2, Program Description of the grant agreement, Attachment 1). The evaluation will be carried out by a two person team from the end of March through the end of April, 1990. The team will be composed of an external evaluator and a VITA representative. On-site visits will be made to VITA headquarters and to two countries. A final evaluation report is due in the first week of May.

II. BACKGROUND

VITA operates a technical information service for people in developing countries. Since the early 1960s, VITA has provided appropriate technical information on request and through training courses for host country development professionals and technicians. VITA's objective is to provide high quality and practical information through an international system of volunteers. VITA receives requests for information and identifies the appropriate expert from a volunteer network to respond to requesters. VITA's volunteers are the heart of its entire program. VITA volunteers represent most every field of technical expertise important for economic development and local problem solving.

The current cooperative agreement is a three year matching grant for \$1,050,000 which began on May 1, 1988. This grant builds on a previous FVA/PVC institutional development grant which strengthened VITA's appropriate technology information collection and dissemination system of its headquarter's operations. The current matching grant builds on the earlier grant by implementing in-country programs, conducting training programs, and strengthening VITA's international technical information network, while continuing to support the TIS. The goal of this grant is to

stimulate economic growth by creating new businesses and jobs. Program activities are designed to enhance the understanding among development agencies and governments of the importance of technical information, and to increase beneficiaries' ability to access and manage information.

II. EVALUATION PURPOSE AND OBJECTIVE

The purpose of the evaluation is to provide FVA/PVC and VITA management with an assessment of VITA's progress in implementing the cooperative agreement. Therefore, the evaluation will address the following five objectives with respect to the grant agreement:

- 1) Assess VITA's progress in strengthening the ability of local institutions and organizations to operate information systems that support small-scale economic development;
- 2) Assess the management implications of increasing demands for technical information on the TIS;
- 3) Identify any implications of the use of new technologies (i.e. PACSAT) on the organization and management of a de-centralized information service;
- 4) Document requesters' and volunteers' perceptions of the usability of the information received for business development.
- 5) Assess the adequacy of resources and management capabilities to implement the grant agreement.

III. MID-TERM EVALUATION SCOPE OF WORK

The evaluation will be a process evaluation to assess progress on work-to-date. The assessment will be based on the detailed implementation plan and the logical framework (Attachment 2). The evaluation strategy directs the evaluators to assess those areas of grant implementation important for the continued operation of the information service. Critical evaluation issues are: The effectiveness of information management and the growth of the service.

III. A. Evaluation Methodology The evaluation team will employ a methodology utilizing a standard set of assessment questions applied to a multiple data set for each grant activity. The methodology is summarized as matrix in Attachment 3:

III. A. 1. Assessment Questions The evaluators will ask five basic questions of each program activity. The questions are:

- a) Are the stated objectives of the Grant Agreement being met:
 - i) If yes -- what is the nature of the progress;
 - ii) If not -- what are the barriers preventing program implementation, what steps is VITA taking to overcome barriers;

b) Are the assumptions for achieving the desired outputs warranted in light of knowledge of grant activity after 18 months of implementation;

c) Are the original objectives reasonable given the magnitude of the activity and VITA's technical and management capability;

d) Should the objectives of the grant be re-assessed;

e) What steps should be taken in the remaining period of the grant to fulfill the grant agreement?

III. A. 2. Evaluation Data Sets The assessment questions will be asked of two different data sets. The first data set is program documentation. Documents include internal evaluations, base-line data sets, monitoring materials (including the requester feedback file), the grant agreement, annual report, past evaluations, material produced under the grant agreement (training material, technical papers, and acquisitions), and requests. The second data set is interviews conducted with three types of informants: They are in-country volunteers, requestors, and VITA managers.

III. B. Evaluation of Program Activity Assessment questions will be asked of each of the four program activities as they appear in the grant agreement.

1. Training The grant agreement states that VITA will conduct an accelerated information management training program in up to six African countries, among other Third World countries, in addition to training at headquarters. The training courses are implemented in three increments, corresponding to each grant year. In terms of the grant agreement, VITA is committed to training 45 people in three African countries and 6 people at headquarters by the end of the first year; 45 people in three African countries and 6 trainees at headquarters by the end of the second year; and, 60 trainees in three African countries and six at headquarters by the end of the final grant year.

a. Process Indicators Progress in implementing training activities will be assessed with the following indicators:

- o The number of training courses given for how many trainees in which African countries in the first year?
- o The number of training courses being give to how many trainees in which African countries in the second year?
- o The number of training courses for how many trainees in which African countries are being for the last year of the grant?
- o The content of the training courses (i.e. course materials)?

b. Data Sources To assess progress in implementing training activity, the following data sources will be used: Detailed implementation plan, course registration lists, trainer lists, training schedules, and training materials, interviews with headquarters staff and trainees, training course reports.

c. Data Collection and Analysis Techniques Information on training courses will be drawn from document analysis and interviews with headquarters staff and in-country interviews with trainees. Analysis will confirm training courses and content of training material.

d. Assumptions Assumptions will be tested by asking several questions: What is the demand for information management training courses; Are there qualified trainees; and, are there qualified trainers?

2. In-Country Programs The grant agreement states that VITA will implement field projects in six African countries over the three year life of project. The field projects are to create or upgrade information management skills and access to technical information for increased business development. Principal beneficiaries are women, the poor, and rural-based enterprises. In the first year, VITA is committed to implement field projects in Kenya, Zambia, and possibly Mozambique. Second year field projects are to be established in Mozambique and a fourth African country. In the final year of the grant, field projects will be established in two additional African countries.

a. Progress Indicators VITA's progress in implementing field projects will be assessed with the following indicators:

- o In-country program management (i.e., implementation plans, in-country managers, in-country logframes);
- o Type of program participants;
- o Type of enterprises the programs support;
- o Location of participating enterprises?

b. Data Sources Data on in-country field projects will be gathered from documents and informant interviews. Documents include country program implementation plans, lists of in-country participants, information management materials, and business plans. Informants include VITA managers.

c. Data Collection and Analysis Techniques Data will be gathered from documentation using content analysis techniques to identify in-country participants, type of information used for business development, type of business, and business plans. Informants will be questioned to confirm documentation findings.

d. Assumptions Assumptions will be tested by asking several questions that include: What is the program management capability; what is the demand for the information service; and, what is the level of sophistication of local businesses.

3. Technical Information Service The grant agreement states that VITA will conduct and expand its TIS four areas by responding to inquiries for technical information, acquire new documents, produce technical papers, and produce broadcasts to Africa over the Voice of America.

a. Progress Indicators VITA's progress in maintaining and expanding the TIS will use the following indicators:

- o The number and type of inquiries are being processed;
- o The number and types of documents are being acquired;
- o The number and type of technical papers are being produced;
- o The number and subject of VOA broadcasts;
- o In addition, the evaluation team will ask how requested information is being used by a sample of requestors. Questions include relevance of requested information, quality of information, usability of information, and reliability of the service (including the role of volunteers in fielding requests).

b. Data Sources Assessments will be made from documents and interviews. Documents include materials acquired, produced, information requested from the information service, requester feedback files, and volunteer files. Interviews data will be collected from requester and volunteer informants.

c. Data Collection and Analytical Techniques Documents will be analysed in terms of their quantity and content.

Informant-based data will be collected from on-site interviews, and a mail survey (Examples of questionnaires are in Attachment 4). A sample of requesters is drawn from VITA's list of requesters, cross-referenced to the requester feedback file for on-site and mail-survey interviews.

- o On-site interviews will be conducted with informants in Kenya (and possibly Zambia, or Nigeria). Informants include volunteers (10), requesters (50), and trainees (10). Interviews will trace the use of material requested from TIS in the establishment and strengthening of economic activity.

- o A mail survey of requester satisfaction will be made of 100-150 requesters in other African countries (e.g. Ghana). A sample of requesters asking for business related information is selected from high density request areas and by type of request. From 10-15 VITA volunteers will be sent an interview form and asked to trace the requesters and administer a questionnaire. Forms are returned to VITA headquarters for analysis by the evaluation team.

d. Assumptions Assumptions are tested by asking several questions about the demand for technical information, the adequacy of the volunteer base, and VITA's request processing capability.

4. Information Network Support The grant agreement states that VITA will build-up its existing network of cooperating information centers by developing a common satellite communication system. In addition, by the end of the first year 50 new centers would join the network, with 75 new centers by the end of the second year, and 100 new centers by the end of the final grant year.

a. Progress Indicators To assess VITA's progress in developing its communication network, the following questions will be asked:

- o The number and type of new centers incorporated into the network during the first year;
- o The number and type of new centers being incorporated into the system during the second year of the grant;
- o The number and type of centers planning to join the network in the final year of the grant;
- o The number and type of requests for information being processed through the network;
- o The number and type of innovative communications technology put in place (i.e. PACSAT)?

b. Data Sources Assessments of the communications network will be made from documents and interviews. Documentation will include lists of participating centers, planning materials, information requests from participating centers. Interviews will be held with VITA staff to confirm findings from the document review.

c. Data Collection Techniques Data will be collected from document analysis and informant interviews. The documents will be analyzed for progress incorporating information centers into the communication network. Interviews will confirm findings from document analysis.

d. Assumptions Assumptions will be tested by asking several questions about the technical data base, management capability, and the demand from centers for inclusion into the information network.

IV. EVALUATION REPORT

The final report will be no more than 30 pages plus attachments. It will be organized into several sections as follows:

- 1) Summary
- 2) Principal Findings: Summary of Evaluation Objectives
- 3) Assessment of Grant Activities
- 4) Recommendation for Implementation of Remainder of the Grant
 - a) Revised Logframe
 - b) Revised Implementation Plan
- 5) Attachments including description of data collection and analysis.

A draft of the evaluation report will be completed by ^{May 7} ~~April 30~~ for circulation to FVA/PVC. The final ~~Draft~~ will be submitted by May 31 ~~15~~ in terms of grant agreement evaluation and reporting requirements.

V BUDGET

See Attachment 5

VI. TIME FRAME

March 19 - March 30, 1990: Headquarters Data collection and design of mail survey.

April 1 - April 16, 1990: Field visit data collection

April 19 - April 30, 1990: Data analysis, mail survey analysis, and draft report production.

~~April 16~~, 1990.

May 7, "

ATTACHMENT 3

EVALUATION MATRIX

PROGRAM ACTIVITY	PROGRESS INDICATORS	DATA SOURCES	DATA COLLECTION & TECHNIQUES	PROGRAM ASSUMPTIONS
TRAINING	NUMBER OF TRAINEES IN-COUNTRY AT-HEADQUARTERS TRAINING MATERIALS TRAINEE PERSPECTIVE	DOCUMENTATION TRAINING REPORTS REGISTRATIONS TRAINEES VITA STAFF	INFORMANT INTERVIEWS IN-COUNTRY AT-HEADQUARTERS DOCUMENT ANALYSIS	QUALIFIED TRAINEES QUALIFIED TRAINERS DEMAND FOR TRAINING
IN-COUNTRY PROGRAMS	NUMBER OF PROGRAMS NUMBER OF PARTICIPANTS TYPE OF PARTICIPANTS TYPE OF ENTERPRISES	DOCUMENTATION PROGRAM PLANS PROGRAM EVALUATIONS PARTICIPANTS	INFORMANT INTERVIEWS IN-COUNTRY AT-HEADQUARTERS DOCUMENT ANALYSIS	PROGRAM MANAGEMENT CAPABILITY QUALIFIED PARTICIPANTS DEMAND FOR INFORMATION
TECHNICAL INFORMATION SERVICE	NUMBER & TYPE OF REQUESTS NUMBER & TYPE OF DOCUMENTS ACQUIRED NUMBER & TYPE OF PAPERS PRODUCED VOA BROADCASTS	DOCUMENTATION REQUESTER FEED-BACK FILE BIBLIOGRAPHIES VOLUNTEER FIELDS REQUESTERS VOLUNTEERS	INFORMANT INTERVIEWS IN-COUNTRY AT-HEADQUARTERS MAIL SURVEY DOCUMENTATION ANALYSIS	DEMAND FOR TECHNICAL INFORMATION VOLUNTEER BASE INFORMATION PROCESSING CAPACITY
INFORMATION NETWORK SUPPORT	NUMBER & TYPE OF NEW CENTERS PACSAT NUMBER & TYPE OF CENTER REQUESTS	DOCUMENTATION LISTS OF CENTERS CENTER REQUESTS VITA STAFF CENTER STAFFS	INFORMANT INTERVIEWS AT-HEADQUARTERS IN-COUNTRY DOCUMENTATION ANALYSIS	TECHNICAL DATA BASE MANAGEMENT CAPABILITY DEMAND FOR INCLUSION IN NETWORK

BUDGET FOR MID-TERM EVALUATION
 COOP. AGREEMENT OTR-0158-A-00-8155-00
 VOLUNTEERS IN TECHNICAL ASSISTANCE (VITA)

	<u>VITA</u>	<u>A.I.D.</u>
A.I.D. Evaluator, 30 days <u>1/</u> VITA Evaluator, staff time 30 days @ @240/day (fully loaded rate)	\$7,200	- 0 -
Airfare - DC-Nairobi-DC (\$2,700 each) In-country transport		5,400 600
Per Diem Rate (for two): Nairobi - 5 days @ \$94/day <u>2/</u> Kenya other - 5 days @ \$56/day		940 560
Other Direct Costs		
Mail Survey	600	600
Telephone/Photocopying	300	
Miscellaneous	200	
SUBTOTAL	8,300	8,100
Indirect costs (32.4% direct costs)	2,689	2,624
TOTAL VITA BUDGET	<u>10,989</u>	<u>10,724</u>
TOTAL EVALUATION BUDGET		21,713 =====

1/ Cost to be absorbed under AID ARS Contract. It is estimated that the evaluation will require a total of 60 person days, and that one team member will be responsible for preparing the final report. Therefore, the time allocation may not be equally divided between both team members.

2/ The field activities have been rescheduled for April 16 - 26, 1990 so as to not conflict with Holy Week.

ATTACHMENT 2

DETAILED IMPLEMENTATION PLAN AND LOGICAL FRAMEWORK

DETAILED IMPLEMENTATION PLAN--Narrative

VITA intends to deliver the following services in the second year of the Matching Grant:

Training

VITA will be once again offering its course in information management at its Rosslyn, Virginia headquarters in September. The participants will be taught to organize technical documentation centers; acquire and catalogue documents; the use of computers; market information services, and establish local data bases. So far, VITA has received confirmation from the following people that they will be attending the course:

Name	Company	Country
Oscar Akenuwa	Brooks Nigeria, Ltd.	Nigeria
Sibongile Sibanda Jamela	Organization of Rural Associations for Progress	Zimbabwe
Lawrence Limbe	Small Industrial Dev. Organization	Tanzania
Samuel Osarenkhoe	ABC Nigeria Ltd.	Nigeria
Margaret Streeter	Food Research Institute	Ghana
Bernard Woghiren	ABC Nigeria Ltd.	Nigeria

VITA has also received a request from the Embassy of Ethiopia to allow the Embassy's Information Officer to attend the training course.

In an effort to train people overseas in information management, VITA will also be offering the training course in Chad, Liberia and the Philippines. It is anticipated that a total of 25 people will be attending these sessions.

Inquiries

In the first year of the Cooperative Agreement 12,487 requests for information were received and answered. It is anticipated that in the course of the second year, VITA will be receiving and answering a minimum of 12,000 additional requests. As of the end of July, VITA had already answered over 3,500 requests for information. At this rate VITA could answer in excess of 14,000 inquiries this year.

Communications

In its effort to establish a global network of cooperating information centers, VITA will be launching a new satellite package in November of 1989. Two more packages will also be ready but will not be launched until opportunities become available.

Voice of America

In collaboration with the Voice of America, a VITA technical person will be making 52 broadcasts discussing technologies useful in a developing country context. It is anticipated that these broadcasts will continue to bring in more than 1,000 by-mail inquiries for technical information.

Information Centers

Over the years, VITA has trained more than 200 persons in 42 countries to set up information centers, access foreign data bases, create their own information resource using personal computers, and aggressively market the availability of these services. These and others have joined in a worldwide interactive network of information centers. All members of the network are encouraged to, as a matter of routine, refer the more complex and sophisticated inquiries not only to VITA but to other members of the network for their assistance. It is anticipated that this year another 75 information centers will be joining this network.

Publications

With the help of VITA Volunteers VITA anticipates that it will be able to produce a new set of technical papers.

Job and Business Creation

The overall goal of VITA's program is to stimulate economic activity in the Third World. VITA hopes that in the second year of the agreement it will be able to help start 150 new businesses and create 450 jobs.

Implementation of Field Projects

The final deliverable in year two of the matching grant agreement will be the implementation of field projects in Kenya and in Bangladesh. The project in Kenya will aim at helping the country solve its youth unemployment problem by assisting a number of Christian Industrial Training Centers (CITCs) provide better vocational services.

In Bangladesh, VITA is exploring with the Micro Industries Development Assistance Society (MIDAS) the possibility of a collaborative effort to identify and transfer to Bangladesh used plants and equipment. In keeping with the Government of Bangladesh's priorities the program would target the value-added industries such as food processing. VITA is also talking to the World Bank about a program that would support the country's structures for disaster preparedness/ reporting.

Country Activities for Year One of VITA's Matching Grant

Under VITA's Matching Grant, it was stipulated that Kenya, Zambia and possibly Mozambique would be the sites of VITA programs outside the agreement during the first year. As was mentioned in the first year Annual Report and in the subsequent Annual Review meeting, at the conclusion of the first year these programs had been fully planned but delayed due to circumstances beyond VITA's control. Nonetheless, VITA was able to implement projects in the Sudan, the Philippines, Tanzania and Jamaica that helped it meet its grant requirement for the first year.

In the Sudan VITA undertook a project to help the UNDP improve its communications operations. VITA installed six stations powered by solar panels allowing for the routine communication of unprecedented quantities of data. Since the focus of the effort was the Area Development Schemes Project which is concentrated on environment, production and women in rural regions VITA feels that the effort was well within the Matching Grant's purpose of institutional and economic activity strengthening. The present ease of communications has and will advance the program and contribute significantly to the benefit of its recipients.

In the Philippines, VITA did a demonstration of packet radio technology for the Department of Health. The demonstration was highly successful and the department decided it would adopt the system as its principle means of communication with rural health centers. With packet radio, a doctor in a rural health center with neither a telephone nor electricity can be part of a national interactive health network. Furthermore, the Department of Health using PACSAT can link up with resources such as the World Health Organization in Geneva, the Center for Communicable Diseases in Atlanta, etc. A small pilot network is now being implemented and a 120 center network designed. Just as in the Sudan, this project can have a tremendous impact on improving the standard of living of the targeted population.

Tanzania was for VITA the focus of an effort to design a packet radio system for a national newspaper. The road system in Tanzania is so bad that physical transportation of newspapers is out of the question. Packet radio can allow the provincial centers to send stories to the capital where the newspaper will be composed. The full newspaper layout can then be sent back to the centers for printing so that the entire country would have the same newspaper the same day. The initial VITA contribution were the costs associated with the visit of the VITA Manager of Information Technology, Gary Garriott, to Dar es Salaam. VITA is now seeking funding to implement the full project.

Jamaica was the focus of intense VITA involvement both during and after it was struck by Hurricane Gilbert in September 1988. Communications were extremely difficult during the disaster and a few days after the cleanup started a VITA Volunteer from IBM, Barbara Sweet, was sent to Jamaica to develop a plan for a packet

radio disaster communications network and training program in cooperation with the Jamaican Amateur Radio Association. IBM contributed computers and CITICORP/CITIBANK contributed radios and the system is up and ready to be used.

Like the originally-proposed country specific projects for the first year of the matching grant, all of the above projects were intended to help create an information culture as well as have an important impact on policy and on the local institutions with whom VITA is working. A recognition of the importance of information and the communications necessary to obtain access to it is a powerful influence on decision makers to open their societies to the free market.

Proposed Country Activities for Year Two

VITA believes that the project that the RJR Nabisco Corporation has committed funds to will finally get off the ground in Year Two of the matching grant agreement. The proposed VITA project is aimed at combating the growing problem of youth unemployment in Kenya today. To do this, VITA would work with already established Christian Industrial Training Centers (CITCs) to provide the following:

- o training in business management skills for present and past CITC students;
- o the establishment of production facilities at the CITCs to increase their financial autonomy;
- o the provision of technical assistance services for the students and graduates of the CITCs in the field as they begin to establish small-scale enterprises.

The second proposed country activity for year two is for Bangladesh. Here, VITA is exploring with the Micro Industries Development Assistance Society (MIDAS) the possibility of a collaborative effort to identify and transfer to Bangladesh used plants and equipment. In keeping with the Government of Bangladesh's priorities the program would target the value-added industries such as food processing. VITA is also talking to the World Bank about a program that would support the country's structures for disaster preparedness/ reporting.

LOGICAL FRAMEWORK

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Program Goal: To create new wealth, businesses, and jobs in the Third World by enhancing the understanding of development agencies and governments of the importance of information and the skills to manage and access it and by providing policy guidance, training, information resources, and a communications system necessary to speed up this process.</p>	<p>Measures of Goal Achievement:</p> <ul style="list-style-type: none"> o Overseas training programs in information management carried out and the number of people trained. o The number of requests for information received. o The number of technical information centers assisted. o Data bases sold. o PACSAT launched and ground stations established. o The number of new titles published. o The number of VOA broadcasts. o Enterprises and jobs created. 	<p>Comparison of data with baseline data at start up.</p>	<ul style="list-style-type: none"> o The availability and dissemination of technical information is essential to the economic and social development of the Third World. o The demand for technical information will continue to increase and the skills to manage it will remain in short supply. o Third World governments are increasingly sophisticated about systems and policies that facilitate the flow of information.
<p>Project Purpose: To strengthen information management skills and increase the access of entrepreneurs, farmers, businesses, research institutions to needed information and to ensure the availability of high quality information to requesters. To develop a network of cooperating centers using a common system and able to share information with each other. To provide a low cost dependable satellite communications system for that network (PACSAT). To increase VITA's self-sufficiency and reduce the dependence on AID.</p>	<p>Conditions that will indicate that purpose has been achieved:</p> <ul style="list-style-type: none"> o Inquiries received are answered expeditiously. o New data bases created and sold. o New information centers created and join the network o Satellite launched and centers communicating with it. o Titles published. o Businesses established. <i>1500 new AIDs</i> o Jobs created and new wealth generated. o New country programs in nine African countries established with information as the focus. o VITA reduces and ultimately frees itself of AID support. <i>step by step reduction in AID support</i> 	<p>Project files, user evaluations, increase usage of service, observation of evaluators.</p>	<ul style="list-style-type: none"> o Developing countries have an increasing need for technical information for industry, agriculture, and commerce, but lack information management skills and the capacity to market it effectively. o There is an increasing willingness to share information and experience between organizations within developing countries and those of other countries, but the means are frequently unavailable. o Information products and services can be designed and marketed in developing countries.
<p>Outputs:</p> <ul style="list-style-type: none"> o High quality technical information provided to requesters efficiently and rapidly. o Appropriate data bases that are marketed effectively. o Pulling together information centers, universities, and development agencies throughout the developing world into an information sharing network linked by PACSAT. o Field projects in Africa focused on information and designed to create businesses and jobs. o Preparation of a series of publications on low capital labor intensive industries for developing countries. o Intensified training on site in VITA's information management course. 	<p>Magnitude of outputs:</p> <ul style="list-style-type: none"> o 36,000 inquiries answered. o 700 copies of data bases marketed. o 225 information centers in the network. o 4,500 new documents acquired. o 4 new data bases created. o 90 new publications produced. o 156 VOA broadcasts made. o 135 persons in Africa trained in information management. o 450 new businesses created. o 1350 new jobs created. o PACSAT launched. 	<p>Project files, trainee critiques, interim project reports, sales data, number of references to VOA broadcasts, user letters, staff and volunteer visits and reports, evaluations.</p>	<ul style="list-style-type: none"> o Funding and staff will be available to VITA and Third World information centers to permit training, membership in a network and exchange of information. o A market for technical data bases exists and VITA can generate and meet demand. o African organizations are eager for on site training and the opportunity to participate in the network. o Third World entrepreneurs will seek information and exploit it to manufacture products and create jobs. o PACSAT will be launched.
<p>Inputs:</p> <ul style="list-style-type: none"> o VITA's existing technical assistance systems. o Core network of information centers around the world many of whom have staff trained in VITA's information management course. o Tested training programs and experience in Third World information needs. o VITA Volunteers numbering over 5,000. o An existing communications satellite, UoSAT. o More than 175 publications on technology used throughout the world. 	<p>Implementation Targets: Project management and support staff.</p> <p>\$1,200,000 in funds over three years for the cooperative agreement.</p> <p>VITA will contribute \$2,991,598 to the project in addition to in-kind contributions of volunteers.</p> <p>Office equipment and supplies.</p>	<p>VITA records, AID records, financial reports, project reports and evaluations.</p>	<ul style="list-style-type: none"> o The demand for VITA's services will remain high and that is the best indication of their value in development. o AID support can be gradually phased out over the term of the cooperative agreement. o VITA's commercial services, information products and services, fund raising, and project contracts will increase substantially over the next three years.

ANNEX 2

EVALUATION METHODOLOGY

The evaluation was carried out according to the Scope of Work in the evaluation Statement of Work. A combination of data collection and analysis techniques were employed against a combination of data sources. At VITA headquarters, interviews were conducted with senior VITA managers and project documents were reviewed. In the field, interviews were conducted on-site with requesters, trainees, and CITC managers and staff.

One component of the evaluation was a mail survey of requesters. The mail survey was prepared in several stages. First, VITA identified six hundred requesters throughout English speaking Africa, but concentrated in areas where there were VITA volunteers (Sample Location Attached). The survey was planned for volunteers to interview the requesters. The second stage of the survey design was to prepare a brief interview schedule to send to the requesters (Interview Schedule is Attached). Letters for volunteers requesting their assistance and letters to requesters asking that they complete the forms were prepared and mailed with the interview forms (Letters attached). Finally, a response form was developed and programmed into VITA's mainframe.

An important feature of the evaluation was the inclusion of VITA's Director of Public Information on the evaluation team. The evaluator was able to work with a senior staff member, who acted both as guide and resource. VITA's representative was able to educate the evaluator about VITA's mission and perspective. This was especially important in the field, where the evaluator was able to observe interaction between a VITA volunteer and senior staff.

In preparation for the field visit a Kenya-based VITA volunteer was asked to contact VITA requesters and trainees to arrange to meet the evaluation team. He, in turn, wrote to each requester in Kenya and members of the 1988 training program.

When interviews were held, they were conducted as directed conversations. Questions were based on the assessment questions listed in the Statement of Work. In addition, informants were asked how they used the technical information, who used the information, how they learned of VITA, and what recommendations they would make to VITA for improving the requester service or the training program. Directed conversations were held with the requesters by both evaluators, usually in the company of the VITA volunteer.

Documents relevant to the Matching Grant were read with two specific purposes in mind. First, documents provided information about the form and content of program activities. Secondly, documents provided an indication of VITA management issues.

Data collection from requesters and volunteers was constrained by several different factors. First, there was not enough time to contact requesters. Given international and local mail delivery, the lead for such a survey should be from six to eight weeks. At most, the evaluation had four weeks from the time that the notices were posted for the mail survey to the time they were needed for the report. In Kenya , a similar turn around time was needed. However, the Kenya volunteer has only a three week lead time. In addition, the field visit coincided with school and religious holidays, and inclimate weather that made travel difficult.

FIELD INTERVIEWS

City, Country	Volunteers contacted	Requesters contacted
Monrovia, Liberia	2	49
Addis Ababa, Ethiopia	2	22
Banjul, Gambia	1	9
Accra, Ghana	8	156
Kumasi, Ghana	6	61
Ikeja, Nigeria	1	66
Maiduguri, Nigeria	3	80
Bida, Nigeria	1	13
Benin, Nigeria	1	120
Ile-Ife, Nigeria	1	21
Freetown, Sierra Leone	4	45
Arusha, Tanzania	1	6
Dar-es-Salaam	1	7
	<hr/>	<hr/>
Total	32	655

REQUESTER INTERVIEW

Instructions: Please ask the requester the following questions and write their answers on this sheet.

INTERVIEW QUESTIONNAIRE

- 1) Informant Information
Name:
Age:
Gender:
Occupation(s):
Education:
- 2) How many times has requester used VITA's technical information service?
- 3) How did requester first learn about the technical information service?
- 4) When was the last time the requester asked for information?
- 5) Why did the requester ask for information from the technical information service at that time?
- 6) Who was helped by the information received from VITA?
- 7) How did the requester ask for information from the technical information service at that time?
 - a) through a volunteer
 - b) directly through the mail
 - c) through a local information center
 - d) other: _____
- 8) How did the requester receive the requested information at that time?
 - a) through a volunteer
 - b) directly through the mail
 - c) through a local information center
 - d) other: _____

- 9) What information did the requester ask for at that time?

- 10) Did the requester receive what he/she expected to receive?

- 11) How is the requester using the information received from VITA? If the requester is developing new business or is expanding existing business, please get details.

- 12) Is the information useful for the requester's purposes?

- 13) Who else uses the information the requester ask for?

- 14) How does that other person use the information?

Volunteer's Name:

April 2, 1990

Dear VITA Volunteer

As you know, one of VITA's most important activities is providing responses by mail to requests we receive for technical information. The Agency for International Development, which provides funds for this activity, is doing an evaluation of this service. We recognize the tremendous resource that you and other volunteers who live near requesters represent, and we need your help in this important effort.

We would like for you to assist with the evaluation by interviewing requesters to determine their assessment of the service and the information provided. Enclosed you will find names and addresses of requesters who live in your area. We ask that you please contact as many of these requesters as possible and set up a convenient time for the interview. The enclosed questionnaire interview form is to be completed during each interview, which should take no more than half an hour. The questionnaire is designed to be self-explanatory and easy to use. Requesters have been informed of this survey and will be expecting to hear from you.

This package is being sent to you via special delivery and we request you to return the completed forms to us via special delivery COD (cash on delivery) also. Please return the completed forms to us at your earliest, if possible by May 5, 1990.

The participation of volunteers in VITA's work is what makes us such an effective development assistance organization, and we hope you will be able to assist us with this evaluation effort.

Thank you for your continued support to VITA.

Sincerely,

Brij Mathur
Director, Information Service

March 30, 1990

Dear VITA Requester:

As a user of VITA services, you know that one of VITA's most important activities is providing responses by mail to requests we receive for technical information. The Agency for International Development which provides funds for this activity, is doing an evaluation of the service. As a requester, you can help with the evaluation by furnishing some very important facts on the quality of VITA services.

We have asked VITA Volunteers in your area to meet with you and other requesters for a time (approximately 1/2 hour) to discuss your reactions to the information services you received from VITA.

The VITA Volunteer will contact you directly to schedule an interview. We invite you to express your opinion fully on the quality and value of the assistance you received from VITA. A copy of the questionnaire is enclosed give you the opportunity to consider the issues that will be covered. Please note that each volunteer is being asked to contact several users of the service. It may not be possible for them to get in touch with everyone. If you have not been contacted and interviewed by April 30, 1990, we ask that you fill out the form yourself and return it to us in the envelope provided.

We thank you in advance for your time and cooperation.

Sincerely,

Brij Mathur
Director, Information Service

ANNEX 3

INDIVIDUALS CONTACTED

VITA (U.S.)

Henry Norman, President
Margaret Crouch, Director of Public Information
Gary Garriot, Director of Informatics
Steven Hirsch, Director of Technology Application
Vickie Tsiliopoulous, Program Officer
Brij Mathur, Deputy Director of Information Resources
Larry Williams, Vice President
Ronald Epstein, Program Coordinator
Joe Sedlak, Director of Congressional Liaison

USAID/Washington

Loreta Williams, FVA/PVC

USAID/Kenya

Enid Speilman, PVO Liaison

VITA Contacts/Kenya

Harun Baiya, VITA Volunteer
VITA Trainees, see Annex 7
Joseph Wandario, Manager, Thika CITC
Johnson Muchira, Manager, Pumwani CITC
Peter Wanjohi, Production and Training Officer, Pumwani CITC
John Kago, Provincial Secretary, Church of the Province of
Kenya
Josephine Asanga, Requester, Ujenzi Women's Group
Lawrence Muganzi, Adviser, Ujenzi Women's Group
Joseph Omolo, Requester, Tea Research Foundation
Bethuel Omolo, Requester, Fisheries Dept Kericho
M.H. Karugu, Requester, Nairobi
S.P. Mutoka, Requester, Nairobi

ANNEX 4

DOCUMENTATION

Anderson, Mary B., "The Provision of Technical Information and Assistance to Developing Countries: An Evaluation of the AID Institutional Support Grant to Volunteers in Technical Assistance," submitted to Agency for International Development, February, 1982.

Eisinger, Barbara, "Volunteers in Technical Assistance (VITA) Zambia Resource Access Program for Rural Women," 1988 Annual Report, March, 1989.

Crouch, Margaret, "Remote Technical Assistance: An Evaluation of VITA's Information Services," Volunteers in Technical Assistance, December, 1985 (Updated, 1986).

Mathur, Brij, "Report on the Information Resource Development Management Training Program, Nairobi, Kenya, May 23 - June 3, 1988," Volunteers in Technical Assistance, 1988.

Norman, Henry, "Volunteers in Technical Assistance: Technology Transfer Services," Matching Grant Proposal, 1984-1987, Volunteers in Technical Assistance, Revised December, 1984.

Norman, Henry, "Volunteers in Technical Assistance: Technology Transfer Services," Matching Grant Proposal, 1988-1991, Volunteers in Technical Assistance, September 1, 1987.

Rogers, Everett, Diffusion of Innovations, New York: Free Press 1983.

Sherrod, John and Paul Wasserman, "Evaluation of A.I.D./FVA/PVC Cooperative Agreement No. PDC-0272-G-SS with Volunteers in Technical Assistance (VITA), submitted to Agency for International Development, September, 1987.

VITA, "Cooperative Agreement OTR-0158-A-8155-00, Annual Report, Year One," submitted to FVA/PVC Agency for International Development, 1989.

VITA, Technical Information Services Monthly Reports, 1989.

VITA, Village Industry Services Monthly Reports, 1988 - 1990.

ATTACHMENT 1

PROGRAM DESCRIPTION

I. Program Goal:

The goal of the proposed grant is to create new wealth, businesses, and jobs in the Third World by enhancing the understanding of development agencies and governments of the importance of technical information and by expanding their skills to access and manage it. With this help, they will start businesses, increase production, improve the quality of products, open new markets, and improve living conditions.

II. Program Purpose:

The purpose of the proposed grant is to provide policy guidance, training to upgrade information management skills, and greater access to information resources through an expanded communications system, so as to increase the use by developing country entrepreneurs, farmers, business, research institutions, and others of needed technical information and assistance.

III. Principal Activities:

To accomplish the goal and purpose, VITA plans to:

1. Conduct an accelerated program of training courses in up to 6 African countries, among other countries in the Third World, to improve skills in information management, i.e., to organize technical documentation centers, acquire and catalogue documents and easily access them through the use of micro computers, vigorously disseminate information, and establish local data bases.

Training:

Year 1 - Information training course given in three African countries to a total of 45 trainees. One course offered at VITA headquarters for six trainees.

Year 2 - The course given in three African countries for a total of 45 trainees. One course at VITA for six trainees.

Year 3 - Again, the course given in three African countries for 60 trainees. One course at VITA for six trainees.

Should
focus on
same
African
countries to
ensure follow-up
etc

2. Implement field projects in Zambia, Kenya, and Mozambique and 3 other African countries, designed to foster information management capabilities in local organizations and support small business development. (Funding for these projects from private sources will be part of VITA's matching contribution).

Criteria for these programs are the following:

The effort will be focused in Africa.

Priority will be given to projects involving women, the poor and rural enterprises.

The project will create or upgrade information management skills and increase access to technical information. Data bases on practical technologies that are commercially viable will be stressed.

Project emphasis will be on the creation of new wealth by adding value to raw materials, increasing production, improving quality, or opening up new markets.

The creation of new businesses and jobs is a primary goal.

Projects will be phased in as follows:

Year 1 - Countries in which new efforts or a major expansion of an existing project will be carried out during the first year of the new agreement are Kenya, Zambia, and possibly Mozambique.* These projects will be funded by VITA's Matching funds under the proposed cooperative agreement.

*not including
♀ (except
Zambia)*

*Should program activity begin in Mozambique in year 1, it would be funded within the total level for country programs for the year of \$350,000 (see Table 1. Program Summary Budget); in year 2, the country budgets for Kenya, Zambia, and Mozambique would change accordingly, within the total now projected of \$615,000.

-100 new businesses will be created through VITA's involvement and the technical information provided.

Year 2 - Along with the project in Mozambique, one additional project will be established in a fourth African country, to be identified during year one.

-A minimum of 300 new jobs will be directly created while many others will be indirectly created.

Year 3 - Two more projects will be established in another two African countries.

-150 new businesses created and 450 new jobs.

-200 new businesses created and 600 new jobs.

3. Conduct and expand its established Technical Information Services (Inquiry Service and Appropriate Technology Documentation Center) for Third World countries.

Number of inquiries expected

Year 1 - 10,000

Year 2 - 12,000

Year 3 - 14,000

Number of new documents to be acquired

Year 1 - 1,500

Year 2 - 1,500

Year 3 - 1,500

Year 1 - 6 new technical papers to be prepared

Year 2 - 6 technical papers

Year 3 - 6 technical papers

Year 1 - 52 programs broadcast to Africa over Voice of America

Year 2 - 52 programs

Year 3 - 52 programs

4. Build up its existing network of cooperating information centers using a common satellite communication systems, so that the centers are able to share information and experience with each other.

VITA has already provided training to more than a hundred representatives of organizations in 39 countries. A prototype satellite, using amateur radio frequencies, already sends messages around the world on a limited scale. The organization and the planning have been done. The experimental work has been successfully completed. In the period of the proposed new cooperative agreement, the communications system will be put in place and working.

Year 1 - 50 new centers join the network
Year 2 - 75 new centers join
Year 3 - 100 new centers join

(Note: The expansion of this global network is not being funded by A.I.D. under this Cooperative Agreement, but VITA will fund as part of its private match equipment and other costs of 30 stations in the network at \$10,000 each.

IV. Program Management:

Mr. Henry Norman, Executive Director of VITA, will be principally responsible for the overall management of the Matching Grant Program. In addition to his coordinating function, Mr. Norman will be responsible for information policy guidance in developing countries. With 25 years experience in the field of development including management of field programs in Africa and Asia and as director of VITA for almost nine years, Norman has both a field perspective and a home office understanding of information needs in development. He will devote a third of his time to this effort.

Mr. Brij Mathur, Deputy Director of the Information Resources Department, will supervise the day-to-day implementation of the cooperative agreement on a full-time basis. He has been with VITA for 14 years, all of which has been involved with information services, where he designed the organization of the library and classification system which was used as a model by the SATIS global system in Holland. He has assisted organizations around the world to set up their documentation centers including the World Bank. He also designed the Information Management Training Course and has participated in giving the course both at VITA and overseas.



VOLUNTEERS IN TECHNICAL ASSISTANCE

ANNEX 6:

INFORMATION EXCHANGE AGREEMENT

Agreement Number _____

Name of Organization: _____

Mailing Address: _____

Contact Person: _____

Please check the following as applicable:

___ We have a:

___ Newsletter

Title of newsletter _____

Frequency _____

___ Publications Program

___ We agree to exchange: Newsletter(s) Publication(s)

___ We do not have a newsletter or publication; however, we agree to send information on low-cost technologies, in exchange for:

___ Newsletters

___ Publications

Signature

Signature

Name & Title

Name & Title

Date

Date

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ANNEX 7

TRAINEES AT 1988 KENYA TRAINING PROGRAM

**Christopher Aleke-Dondo
Kenya Rural Enterprise Programme
Nairobi**

**Elisha Gatuna
CITC - Kanuro**

**Priscilla Kalei
Maendeleo ya Wanawake
Nairobi**

**Harrison Kamau
CITC - Pumwani
Nairobi**

**S.D. Karurie
CITC - Weru wa Kaimba
Embu**

**Malit Opudo Martin
Action Aid - Kenya
Nairobi**

**Alfred Mbugua
Maendeleo ya Wanawake
Nairobi**

**Peter Nganga
The Kenya Polytechnic
Nairobi**

**Susan Nyambura
CITC - Thika**

**Joyce Wainaina
CITC - Muriranja's
Kahuro**

**Ann Wamae
National Environment Secretariat
Nairobi**

**Fred Wenyaa
CITC - Kisumu**

Information/Microcomputer Training

HQ	year 1 (5/88-4/89)	year 2 (5/89-4/90)	year 3 (5/90-4/91) projections
# of requests received	35	34	22
# of people registered	12	9	1
# attended	7	2	
Overseas			
# of programs held	2	3*	1
# attended	62		

- * Training done in the Sudan by 2 VITA Volunteers (5 attended) pending AID decision
 Training planned for April 1990 in Tanzania postponed at the last minute
 Training planned for Liberia in April 1990 will be done by 2 VITA Volunteers, up to 15 are expected to attend

SECTOR, SOURCE, FILE, & LDC NAT'L REPORT BY REGION
MAY 1989 - FEBRUARY 1990

APPENDIX A1

SECTOR	AFRICA	LATIN AMERICA	ASIA/PACIFIC	TOTAL THIRD WORLD	DEVELOPED WORLD	TOTAL WORLD
AGRIC	6878	179	549	7606	71	7677
COMDEV	119	10	21	150	3	153
RAFTS	330	21	69	420	13	433
LEVEL	23	1	1	25	0	25
INDUCOM	177	6	24	207	8	215
ENERGY	2958	186	600	3744	136	3880
FOOD	536	18	85	639	12	651
HOUSE	256	25	80	361	12	373
HEALTH	409	8	35	452	7	459
INDUST	332	12	34	378	5	383
INFOSYS	3	0	0	3	0	3
MATRES	23	7	11	41	1	42
MANIT	498	13	72	583	5	588
MATRES	678	20	83	781	30	811
OTHER	0	0	0	0	0	0
TOTAL	13220	506	1664	15390	303	15693
SOURCE						
US	1380	39	119	1538	5	1543
SOV	950	7	111	1068	16	1084
IND	7649	279	634	8562	253	8815
PRO	16	22	75	113	6	119
OVO	649	91	384	1124	10	1134
SCH	733	2	10	745	0	745
GO	165	29	41	235	2	237
UNI	1678	37	290	2005	11	2016
OTH	0	0	0	0	0	0
TOTAL	13220	506	1664	15390	303	15693
FILE						
INQUIRY	54	13	27	94	2	96
SCR	12731	454	1571	14756	283	15039
REFERRAL	103	13	14	130	11	141
PUB'N	332	26	52	410	7	417
TOTAL	13220	506	1664	15390	303	15693
LDC NAT'L REPORT						
EXPAT	227	51	146	424		
TOTAL	13220	506	1664	15390		

SECTOR, SOURCE, FILE, & LDC NAT'L REPORT BY REGION
 May 1988 - April 1989

APPENDIX A1

SECTOR	AFRICA	LATIN AMERICA	ASIA/PACIFIC	TOTAL THIRD WORLD	DEVELOPED WORLD	TOTAL WORLD
AGRIC	3881	588	415	4884	73	4957
COMDEV	74	11	57	142	1	143
CRAFTS	158	63	16	237	5	242
DEVEL	112	33	38	183	13	196
EDUCOM	733	47	141	921	29	950
ENERGY	1095	647	309	2051	49	2100
FOOD	734	154	123	1011	20	1031
HOUSE	379	125	82	586	26	612
HEALTH	255	24	43	322	5	327
INDUST	490	129	87	706	7	713
INFOSYS	56	4	10	70	1	71
NATRES	51	7	7	65	0	65
SANIT	216	55	35	306	9	315
WATRES	405	189	135	729	34	763
OTHER	2	0	0	2	0	2
TOTAL	8641	2076	1498	12215	272	12487

SOURCE

BUS	1206	136	160	1502	17	1519
GOV	755	83	104	942	4	946
IND	4253	1680	830	6763	228	6991
IRO	16	8	19	43	2	45
PVO	444	108	141	693	11	704
SCH	560	6	21	587	0	587
SGO	11	4	7	22	0	22
UNI	1396	51	216	1663	10	1673
OTH	0	0	0	0	0	0
TOTAL	8641	2076	1498	12215	272	12487

FILE

INQUIRY	103	56	40	199	2	201
DCR	8102	1963	1342	11407	261	11668
REFERRAL	89	9	11	109	7	116
PUB'N	347	48	105	500	2	502
TOTAL	8641	2076	1498	12215	272	12487

LDCNATL	8482	2010	1411	11903		
EXPAT	159	66	87	312		
TOTAL	8641	2076	1498	12215		

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VITA MATCHING GRANT PUBLICATIONS

Year 1 - 1988-1989

Understanding Small-Scale Bridge Building
Understanding Small-Scale Brick Making
Understanding Hand-Dug Water Wells
Dimension Hardware Industrial Profile
Portable Metallic Cookstoves Industrial Profile
Liquified Petroleum Gas Industrial Profile

Year 2 - 1989-1990

Understanding Integrated Pest Management
Understanding Well Drilling
Understanding Solar Cells
Understanding Dairy Goat Production (not quite finished)
Rough Sawing of Logs Industrial Profile
Glucose from Cassava Starch Industrial Profile

Year 3 - 1990-1991

(Random selection from 23 titles in the works)

Understanding Small-Scale Irrigation Systems
Understanding Corn Processing and Products
Understanding Bamboo Products
Cattle Feed Industrial Profile
Canned Fish Industrial Profile
Block Ice Industrial Profile

1988 VITA SUBJECTS

MAY 1 UNIVERSITY RURAL DEVELOPMENT CENTER
 8 HAND OPERATED CLOTHES WASHERS
 15 LETTERS (CONTINUATION FROM APR 17)
 22 HARVESTING AND STORAGE OF POTATOES
 29 COMMUNICATIONS SYSTEM FOR DEVELOPING COUNTRIES (PT 1)
 JUN 5 COMMUNICATIONS SYSTEM FOR DEVELOPING COUNTRIES (PT 2)
 12 SMALL SCALE MANUFACTURE OF BURNED BUILDING BRICK
 19 SMALL SCALE PAPER BAG MANUFACTURING PROCESS
 26 FUELWOOD & CHARCOAL USE IN DEVELOPING COUNTRIES
 JUL 3 MANAGEMENT INFO SYSTEMS AND MICROCOMPUTERS IN PRIMARY
 HEALTH CARE
 10 SMALL-SCALE WATER TREATMENT SYSTEMS
 17 HOW TO GET WATERPROOFING SUBSTANCES FROM PLANTS
 24 RAISING RABBITS IN BELIZE
 31 GROUNDNUT HULLER MADE FROM SCRAP MOTOR VEHICLE PARTS
 AUG 7 SPANGLER PUMPS
 14 FERROCEMENT CONSTRUCTION
 21 PORTLAND CEMENT
 28 DISASTER MANAGEMENT CENTER -- U. OF WISCONSIN
 SEP 4 HENRY NORMAN - PACKET RADIO FOR THE PHILIPPINES
 11 HENRY NORMAN - JAPAN VERSION OF VITA
 18 HELPFUL HINTS FOR DRYING FRUITS
 25 CHAIN LINK FENCE MAKING MACHINE
 OCT 2 RAISING PIGEONS FOR FOOD AND PROFIT
 9 PALM OIL PROCESSING IN CAMEROON
 16 RICHARD SLACUM - CHAD SMALL BUSINESS PROJECT UPDATE
 23 GRAIN MILL FOR HOME USE
 30 SMALL WIND TURBINES FOR RURAL ENERGY IN THIRD WORLD
 NOV 6 RHIZOBIUM INNOCULANT IN THAILAND
 13 WHEELCHAIRS FOR THIRD WORLD
 20 TECHNICAL NOTES ON BRICK CONSTRUCTION
 27 RAISING GUINEÁ PIGS FOR FOOD AND PROFIT
 DEC 4 COCOA DEVELOPMENT PROJECT OF BELIZE
 11 WHEAT SMUTS AND RUST DISEASE IN WHEAT (PT. ONE)
 18 (PT. TWO)

1989 VITA SUBJECTS

JAN 1 VITA LETTERS #2
8 THE WATER PURIFICATION DEVICE
15 GOAT PRODUCTION IN CHILE, HONDURAS, INDIA, CHINA
22 AL MILLER INTERVIEW
29 WHEAT CULTIVATION
FEB 5 INTEGRATED POTATO PROCESSING TECHNOLOGIES IN INDIA
12 UNDERSTANDING HYDROPONICS
19 WORLD CENTER FOR DEVELOPMENT & TRAINING
26 U.S. TELECOMMUNICATIONS TRAINING INSTITUTE
MAR 5 UNDERSTANDING DAIRY PRODUCTION IN DEVELOPING COUNTRIES
12 GARY'S TANZANIA TRIP - PACKET RADIO
19 UNDERSTANDING PRIMARY HEALTH CARE FOR RURAL POPULATION
26 UNDERSTANDING MULTIPLE CROPPING
APR 2 UNDERSTANDING POULTRY MEAT AND EGG PRODUCTION
9 ATI -- SUNFLOWER SEED OIL PROCESSING IN TANZANIA
16 UNDERSTANDING SMALL-SCALE CLAY PRODUCTS ENTERPRISE
23 LETTERS #1
30 LETTERS #2
MAY 7 SOLAR ENERGY: GENERAL OVERVIEW
14 BATTERIES
21 ADOBE
28 WATER SUPPLY & TREATMENT FOR INDIVIDUAL & SMALL COMMUNITIES
JUN 4 UNDERSTANDING SANITATION AT THE COMMUNITY LEVEL
11 UNDERSTANDING ORGANIC AND INORGANIC FERTILIZERS
18 PRODUCTION OF MAJOR TROPICAL & SUBTROPICAL ROOT CROPS
25 INSECT PESTS AND THEIR CONTROL
JUL 2 SUDAN PACKET RADIO - VITA VOLUNTEER MARK OPPENHEIM
9 SUDAN PACKET RADIO - VITA VOLUNTEER DAVID HENDERSON
16 TELECOMMUNICATIONS TRAINING - AMAITUM POM, UGANDA
23 UNDERSTANDING MICRO-HYDROELECTRIC GENERATION
30 UNDERSTANDING SOLAR CONCENTRATORS
AUG 6 VITA DISASTER INFORMATION CENTER - DAVID CALLIHAN
13 DISASTER INFORMATION CENTER #2 - DAVID CALLIHAN
20 UNDERSTANDING SOLAR COOKERS
27 MINDANAO BAPTIST RURAL LIFE CENTER - HOW TO RAISE DUCKS
SEP 3 INDUSTRIAL PROFILE #14 - MANUFACTURING PAINT
10 MBRLC - HOW TO RAISE TILAPIA
17 UNDERSTANDING SWINE PRODUCTION
24 WORLD BANK VEGETATIVE SOIL & MOISTURE CONSERVATION
OCT 1 ATI - TREADLE PUMPS IN CAMEROON & MALI
8 INDUSTRIAL PROFILE - ROUGH SAWN LOGS
15 AGROFORESTRY/WATER /SMALL BUSINESSES IN SUDAN (TIM IRGINS)
22 UNDERSTANDING SEED HANDLING FOR GERMINATION
29 UNDERSTANDING ENERGY STORAGE METHODS
NOV 5 INDUSTRIAL PROFILE - DIMENSION HARDWOOD
12 UNDERSTANDING NONE-FUEL USES OF WOOD WASTES
19 ATI - THE HOTCHKISS WHEELCHAIR
26 BELIZE PROJECT - GINA GIANZERO
DEC 3 UNDERSTANDING INTEGRATED PEST MANAGEMENT
10 HARVESTING & STORAGE OF RICE
17 UNDERSTANDING AGROFORESTRY TECHNIQUES
24 UNDERSTANDING CITRUS FRUIT GROWING
31 LETTERS #1

1990 VITA SUBJECTS

Jan 7 LETTERS #2
14 UNDERSTANDING WATER WELLS
21 UNDERSTANDING WIND ENERGY FOR WATER PUMPING
28 A.T.I. SHRIMP FARMING IN INDONESIA (recorded 1/16)
Feb 4 U-S TELECOMMUNICATIONS TRAINING INSTITUTE COURSES
Feb 11 INDUSTRIAL PROFILE - UNFERMENTED GRAPE JUICE
18 UNDERSTANDING SMALL-SCALE PAINT PRODUCTION
25 PACSAT NEW SATELLITE LAUNCH
Mar 4 UNDERSTANDING SMALL-SCALE BRIDGE BUILDING
11 IMPROVED PRACTICES IN CORN PRODUCTION
18 UNDERSTANDING COMPOSTING (record 3/12)
25 A.T.I. ANNATTO PROCESSING IN PERU
APR 1 TILLERS ANIMAL POWER TO GRIND GRAIN
8 TILLERS ENERGY EFFICIENT MINIMUM TILLAGE
15 UNDERSTANDING SOLAR STILLS (record 4/9)

ORGANIZATIONS ADDED TO THE VITA GLOBAL NETWORK

MAY 1988 - APRIL 1989

Coptic Evangelical Organization for Social Services
Cairo, Egypt

Integrated Social Services Center
Tanta, Egypt

Action Aid
Nairobi, Kenya

Christian Industrial Training Center (CITC)
Thika, Kenya

CITC
Kahuro, Kenya

CITC
Kisumu, Kenya

CITC
Kahuro, Kenya

CITC
Pumwani, Kenya

CITC
Embu, Kenya

Kenya Rural Enterprise Programme
Nairobi, Kenya

Maendeleo ya Wanawake
Nairobi, Kenya

National Environment Secretariat
Nairobi, Kenya

The Kenya Polytechnic
Nairobi, Kenya

Information and Resource Center for Development
Asuncion, Paraguay

Aparri Institute of Technology
Aparri, Philippines

Asian NGO Coalition
Pasong Tamo, Philippines

Baha'i Faith
Manila, Philippines

Balay Foundation
Quezon City, Philippines

Bataan National School of Arts and Trade
Balanoa, Philippines

Bicol College of Arts and Trades
Naga City, Philippines

Bicol University
Iabaco, Philippines

Bureau of Technical and Vocational Education
Manila, Philippines

Cagavan State University
Tuguegarao, Philippines

Cavite College of Arts and Trade
Rosario, Philippines

Cebu State College of Science and Technology
Cebu City, Philippines

Council for Welfare Foundation of the Philippines
Manila Philippines

Davao del Norte School of Fisheries
Pasbo, Philippines

Dev't Agency of Tribes in the Cordillera
Mt. Province, Philippines

Dolores Development Cooperatives, Inc.
Quezon City, Philippines

Don Honorio Ventura College of Arts and Trades
Bacolor, Philippines

Don Mariano Marcos State University
San Fernando, Philippines

Institute of Small Farms Industries
Davao City, Philippines

International Institute of Rural Reconstruction
Silang, Philippines

**Manila Technician Institute
Metro Manila, Philippines**

**Mariano Marcos State University
Laoag City, Philippines**

**Marikina Institute of Science and Technology
Marikina, Philippines**

**North Cotabato School of Arts and Trades
Kidaoawan, Philippines**

**Nueva Vizcaya State Polytechnic College
Nueva Vizcaya, Philippines**

**Pablo Borbon Memorial
Batangas City, Philippines**

**Paglaum State College
Bacolod City, Philippines**

**Center for Rural Technology and Development
Calauan, Philippines**

**Philippines Business for Social Progress
Manila, Philippines**

**Presidential Commission on Rural Poor
Quezon City, Philippines**

**Samar State Polytechnic College
Catbalogan, Philippines**

**SELDA/Balay Foundation
Blue Ridge, Philippines**

**Sorsogon College of Arts and Trades
Sorsogon, Philippines**

**Surigao del Norte School of Arts and Trades
Surigao City, Philippines**

**Sycip, Gorres & Velayo
Metro Manila, Philippines**

**The National Library
Manila, Philippines**

**The National Museum
Manila, Philippines**

**University of Southeastern Philippines
Davao City, Philippines**

WRSRDI
Baguio City, Philippines

Western Visayas College of Science and Technology
Iloilo City, Philippines

Zamboanga School of Arts and Trades
Zamboanga City, Philippines

Ecumenical Development Group for Somalia (EDGS)
Mogadishu, Somalia

Centre de la Technologie Appropriée a la Direction Regionale
Kara, Togo

Basic Rural Primary Health Care Project
Kinshasa-Gombe, Zaire

**Potential Site-Specific PACSAT/PCE Demonstration
Groundstations from 1989 to present [3/29/90] (LDCs only)**

(Does not include general information on PACSAT
program sent from Information Resources to LDC requestors)

Africa

Burkina Faso - 1
Ghana - 1
Mali - 1
Liberia - 1
Sierra Leone - 1
Guinea - 1
Senegal - 2
Nigeria - 2
Zambia - 3
Tanzania - 2
Egypt - 1
Ethiopia - 1
Sudan - 3
Uganda - 2
Kenya - 1
Zaire - 1

Asia/Pacific

Papua New Guinea - 2
Philippines - 1
Indonesia - 1
Lebanon - 1
India - 1
Micronesia - 1
Pakistan - 1

Latin America

Nicaragua - 1
Brazil - 2
Peru - 1
Costa Rica - 1
Chile - 1
Panama - 1
Guatemala - 1
Argentina - 1
Mexico - 1

Potential Ground Sites for the Packet Communications Experiment

Organization	Location
National Information Service	Papua New Guinea
Foster Parents Plan International	East Greenwich, RI Dakar, Senegal Voinjama, Liberia Makeni, Sierra Leone Gueckadou, Guinea
Partnership for Rural Improvement	Spokane, WA
NSF	Washington, DC Antarctica
Benin-Ibadan-Nsukka Network Project	Dublin, Ireland University of Nigeria University of Ibadan University of Benin Trinity College Dublin
The Commonwealth of Learning	Vancouver, British Columbia
Department of Electronics and Computer Science	University of Southampton Southampton, England Dar Es Salaam, Tanzania
Institute of Technology for the Citizen	Rio de Janeiro "Amazon region"
Research Institute for Transportation and Communication	Badung, Indonesia "Village Health Centers"
Justice and Peace Association	Seattle, WA Huancayo, Peru
YMCA of USA	Chicago, IL Beirut Nairobi
University of Minnesota	St. Paul, MN
Freedom from Hunger Foundation	Davis, CA
ISERST	Djibouti