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**CLEARINGHOUSE ON DEVELOPMENT COMMUNICATION**

**EVALUATION REPORT**

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## EXECUTIVE SUMMARY

### SPONSORING OFFICE:

Office of Education  
Bureau for Science and Technology  
United States Agency for International Development  
Washington, D.C., USA

### PURPOSE OF ACTIVITY EVALUATED:

The Clearinghouse for Development Communication (CDC) is designed to provide information and services related to the application of appropriate methods and technologies in development communication (print and nonprint media) to A.I.D. and Lesser Developed Country (LDC) planners and practitioners. It focuses on programs with information and specific skills aimed at improving the quality of life for large numbers of people in LDCs in the fields of education, health, nutrition and community development. It further targets state of the art innovations and underutilized technologies in the formal education sector and promotes direct linkages among appropriate Third World institutions.

### PURPOSE OF EVALUATION AND METHODOLOGY USED:

The purpose of this evaluation is to determine whether the Institute for International Research (IIR) has significantly improved the operation of the Clearinghouse over the first two years of the project and to assess whether the current level of activity is adequate to support the development communications function of the Agency.

The evaluation addresses whether or not greater use of the new high-tech communications options should be adopted to improve the operations and effectiveness of the project over its remaining years.

The methodology used included examination of project files and the reports/products which have been or are underway along with interviews of project staff, A.I.D. staff and other involved parties, including telecommunications with information sources such as UNESCO and selected LDC subscribers.

### FINDINGS AND CONCLUSIONS:

The need among LDC practitioners for information about locally appropriate development communication options is growing as a consequence of the mounting international pressure for LDC public awareness programs. This is likely to increase the demand for CDC services and means that the development communication function of the Agency is likely to become increasingly important to the development process into the foreseeable future.

The IIR's computerization of cataloguing with its accompanying descriptors and identifiers has enabled electronic searches of the holdings, greatly reducing the staff time involved in identifying specific material and responding to requests.

The latter half of the contract period should begin to shift focus from cataloguing to dissemination, ensuring that LDC planners and practitioners who are most directly involved in influencing the choice of communication strategies in their development programs are familiar with CDC services and know how best to access them.

Increased use of the new high tech options is desirable given the fact that the time currently required to access documents limits the usefulness of the service for many LDC practitioners.

Overall, IIR has indeed succeeded in improving the operation of the Clearinghouse. Any increase in the current level of activity is constrained by the limited funds, but some pilot testing of the new hi-tech options should be carried out to reduce the time lag currently required for LDC practitioners to access documents. This testing will need to be planned in steps commensurate with the funding limitations.

#### RECOMMENDATIONS:

That CDC should launch a limited publicity campaign among LDC departmental information heads, advertising CDC services and their relevance to development programs.

That CDC should initiate activities to build awareness among A.I.D. mission personnel on effective development communication strategies as a means of encouraging mission promotion of CDC services in LDCs.

That CDC should begin piloting use of the new high tech communication options for high speed scanning, optical storage and electronic dissemination.

That CDC gradually shift, over the medium term, from a central storage/passive participant approach to the Clearinghouse to a more multi-centered/shared ownership information exchange as the best means of promoting improved communication strategies appropriate for development programs in LDCs.

#### LESSONS LEARNED:

That CDC is near the threshold of the number of requests that can be given individual attention without increasing staff commitment to responding to inquiries.

That planners and practitioners in LDCs will not routinely send acquisitions to from their latest projects to the CDC without building in a mechanism for more reciprocity.

That the Clearinghouse is most useful to LDC planners and practitioners and to A.I.D. mission staff advising such practitioners than to Washington based A.I.D. staff.

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### PROJECT DETAILS

PROJECT TITLE: The Clearinghouse on Development Communication

PROJECT: AID/DHR-5831-Z-00-8028-00

PROJECT DATES:     a. First Project Agreement: August 29, 1988  
                      b. Final Obligation Date: August 1993

PROJECT FUNDING:   A.I.D. Funding US \$1,560,117

MODE OF IMPLEMENTATION: Institute for International Research (direct contractor)  
1815 N. Ft. Myer Drive, 6th Floor  
Arlington, VA 22209

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## BACKGROUND

Awareness campaigns are proliferating in LDCs as global consciousness about the interdependence between development in these countries and continued development of the more industrialised countries increases. Environmental protection, AIDS, population growth, drug trafficking and resource management all transcend national boundaries and, at the same time, depend more and more on collaboration and a greater understanding on the part of local communities about the options open to them and the implications of each.

As a result, private volunteer organizations (PVOs) are now joining hands with the national and multi-national funding organizations to support educational/awareness components of major development programs like the Tropical Forest Action Plans (TFAPs).

It is often LDC practitioners in ministries like environment, agriculture, health, commerce, education and home affairs who then are asked to come up with development communication programs appropriate for what is often a multi-lingual, semi-literate population living in remote regions with poor transportation and communication links. Many times, the information officers holding these positions have a diploma or a degree in journalism, but usually one based on communication strategies developed for Western societies that are monolingual, highly literate and operate in a context of good transportation and communication systems. Given their lack of background or experience in development communications, per se, they frequently allow the project to fall into the hands of commercial media firms who only claim to have the capacity to implement such programs.

The result, then, is that the resources allocated for development communication are likely to be channelled to local, urban-oriented agencies with little awareness of rural life. The communication strategy adopted is usually a combination of slick, multi-color posters and a professional video, often inappropriate for the target audience and lacking any viable distribution network.

This scenario demonstrates the expanding demand being created for services like those of the *Clearinghouse for Development Communication (CDC)*. The problem is neither a lack of funding nor the lack of host country practitioners in positions dedicated to communication, but one of ready access to information on appropriate communication strategies for implementing funded development programs.

However, there is another important problem to be overcome as well. As in all aspects of the development process, influence is linked to "ownership". A service on development communication can only succeed to the degree that LDC planners and practitioners are enthusiastic about using the service. Their promotion and use of this or any development tool dramatically increases if they have helped shape it, if they take pride in it as something they are associated with, if it somehow figures into the measure of their own performance or if it becomes attached to their personal interests and goals. It follows, then, that a project like the CDC improves its chances of success to the degree that it shares ownership of the services it provides with stakeholders influential in the communication side of the development process within the LDCs.

CDC is already dividing its limited resources between improving the efficiency of the system, adding new deliverables on topics in demand and maintaining pre-existing services. The challenge now is to find innovative and collaborative ways for CDC to further increase the use of these services among its priority clientele without unduly straining its limited resources.

The first four sections of this report concentrate on key aspects of the Clearinghouse's central activity: processing incoming requests on development communication in LDCs. The fifth section discusses a variety of set information packages produced at the Clearinghouse. Section VI considers the clientele using CDC services and Section VII looks at the role of technical assistance in achieving the objectives of the project. A summary of the findings is included ahead of the recommendations at the end.

## 1.0 CATALOGUING

### 1.1 RETROACTIVE CATALOGUING

The Clearinghouse has developed a computerized system that includes key word cross-referencing, identifier regions/locations and shelf location along with catalogue indexing. About one third of the estimated 15,000 documents passed on to IIR has now been catalogued. The computerized cataloguing enables electronic searches that significantly reduce the staff time required to identify and access documents.

Since the bulk of the material transferred to IIR had never been catalogued, retroactive cataloguing must now compete with the cataloguing of new acquisitions. During the early stages with IIR, the retroactive cataloguing outweighed the cataloguing of new material. Currently, retroactive cataloguing is nearly on a par with the cataloguing of new acquisitions but acquisitions are gradually taking more and more of the time dedicated to cataloguing. This is in line with the importance of staying current and the contractor's intention of weeding out some of the older material in any event.

IIR is currently cataloguing 50 documents a week, which if maintained, would result in 2500 more catalogued entries over the calendar year. This is reasonable given the level of resources available.

### 1.2 NEW ACQUISITIONS

CDC is experiencing a growing influx of material being sent for inclusion among its holdings. At current levels, staff are coping well with processing the voluntary acquisitions.

Through acquisitions reaching CDC via another project, the Clearinghouse has not only increased its volume but has been able to even out its coverage of specific content areas. They have been going all over the world, generally through United Nations agencies, filling in gaps in development communication experiences for specific purposes. Other valuable acquisitions are now being obtained through new exchange agreements with other institutions involved in development work.

Acquiring, on a voluntary basis, innovative communication development material directly from LDCs on various projects being implemented there has proven difficult. If, however, the CDC were to develop *Memoranda of Understanding (MOUs)* with LDC information agencies whose objectives overlapped with that of the CDC, there would be a vested interest in the exchange from both sides and the flow of materials from LDCs would increase significantly. MOUs could be developed one at a time beginning with countries where CDC is most used at the moment, viz., Nigeria, the Philippines and India.

If CDC is successful in increasing mission staff interest in and use of clearinghouse services, they might play a more active role in channelling relevant development communication material from LDCs to the Clearinghouse as well.

The technology for efficient and cost effective optical scanning, storage and dissemination is now emerging and could mean that CDC will only need to acquire (on disk or hard copy) documents that are clearly central to its objectives, relying on file transfers from cooperating centers for immediate access to those documents that are of peripheral importance.

*FINDING 1: That IIR's computerization of cataloguing and search capacity has greatly increased the efficiency of the operation of the clearinghouse.*

*FINDING 2: That the Development Communication Digest has provided excellent sources of new acquisitions that are filling in gaps in CDC's holdings*

*FINDING 3: That development communication practitioners in LDCs are not contributing significantly to new acquisitions.*

## 2.0 INFORMATION REQUESTS

### 2.1 MANUAL SEARCHES

Under a previous contract, CDC requests were handled manually in every respect, relying on the information officer's intimate knowledge of the stacks. While the quality of the packets put together in this manner was undoubtedly high, the time involved with each request and the risk involved in depending on staff familiarity with the stacks is prohibitive.

Some aspects of processing information requests are still handled manually, however. The inquirer may be sent a computer produced bibliographic listing in the first instance. Then, once he or she has selected the articles of primary interest, they are manually photocopied, addressed and mailed out.

### 2.2 COMPUTER ASSISTED SEARCHES

As mentioned above, computerization of the cataloguing and search functions considerably increases the efficiency of the CDC. A search can be conducted and a list of relevant references can be produced with just a few strokes on the keyboard, saving considerable staff time.

CDC turn around time for most requests is either same day or second day. Many requests are for information that has already been packaged and is readily available. One information officer currently handles all requests and is

able to respond to the number of incoming requests, at current volumes, on a daily basis.

That volume over the last six months reported was 86 or an average of 3-4 per week. This is relatively small considering the large number of practitioners in LDCs who could potentially profit from Clearinghouse services and yet any effort to significantly expand the system must be accompanied either by a corresponding increase in resources or by electronic processing of requests that would minimize direct manpower inputs.

The exception to this are those requests that require the additional step of conducting a search on one of the external databases now accessible by modem at CDC. These searches are conducted whenever the information requested is not on hand at the CDC. They do not comprise a significant percentage of the current requests, however.

It must be noted here that the responses are handled professionally in every detail and frequently go the extra mile in terms of assisting inquirers with particularly difficult requests.

### **2.3 ELECTRONIC BULLETIN BOARD**

As pointed out, the first response to most requests is to produce a bibliographic listing of those clearinghouse holdings that appear to fall into the area of interest of the inquirer. This first step of the inquiry process, then, would involve very little lag time if CDC's bibliography could be accessed via modem through a commonly accessible bulletin board.

IIR is currently looking for a service that would allow it to access a number of the major networks through one agency and one account. That would include MCI's Bitnet, COSY, etc. CDC would then advise clients and potential clients on how to access its electronic services. Even if CDC is not able to scan, store and electronically disseminate its holdings for some time, it should be possible to make the computerized bibliography electronically accessible in the very near future.

Such a pilot project would undoubtedly reveal that the primary users of the electronic service, given current line costs, would be recruited overseas officers and advisers (and possibly some tertiary/research/PVO institutions). Still, since some of the targeted LDC planners and practitioners would be working closely with these officers, the electronic bulletin board would be extending CDC services further among its targeted clientele in LDCs.

If MOUs are worked out between CDC and central information agencies in LDCs, it may turn out to be more productive to mail out disks that contain the bibliography of CDC holdings and publicize the means of local access to the listing.

**FINDING 4:** *That the quality of CDC's response to requests has been excellent and the turn around time prompt.*

**FINDING 5:** *That making CDC's bibliography available electronically will significantly reduce the time required to process requests from the targeted LDC practitioners and, in so doing, will significantly increase the likelihood of their using the service.*

### 3.0 INFORMATION PACKAGING

#### 3.1 HARD COPY STACKS AND PHOTOCOPYING

So far, the Clearinghouse has relied on traditional shelf storage of hard copies as its primary mode of packaging development communication information. Hard copies are then photocopied as needed and mailed to inquirers, although as mentioned in 2.3 above, options for electronically servicing its targeted clientele are being explored.

#### 3.2 HIGH SPEED SCANNING AND DISK STORAGE

IIR has experimented with Canon's new hi-speed scanning/storage devices, but found limited transfer and storage capabilities. As a result, they have wisely decided to wait and compare competing products that are only now emerging on the market. Nevertheless, it is clear that computer disk storage and the electronic transfer of requested development communication documents will result in a quantum leap in the overall time required for planners and practitioners to get the development communication information they need.

While there are both cost and technological problems associated with international use of this technology as it stands at the moment, these problems will be greatly reduced in the near future. Considering that it will soon be doable, and that the time savings is important to the usefulness of the service to the targeted clientele, it is worth taking first steps now toward introducing a fully electronic storage and dissemination system.

In terms of storage, the new high speed optical scanners are capable of scanning 10-40 pages of text per minute. This means that it is possible to enter and index holdings into an electronic storage device in less time than it currently takes to photocopy, bind and catalogue the entry.

While the initial costs here may still be prohibitive and the best scheme for efficient dissemination of the electronic file data has not been clearly identified, medium range planning should definitely include high speed scanning and some electronic form of file transfer while continuing to monitor price structures

and the changing technology in order to effect the change as soon as practicable.

*FINDING 6: That high speed scanning and optical disk storage will be feasible in the near future and will pave the way to making quick, efficient transfer of development communication information to LDC practitioners a reality.*

## 4.0 DISSEMINATION

### 4.1 POSTAL SERVICE

Most responses to inquiries go out through the postal system. The time factor involved in deliveries through the postal system could well limit the value of the service to key target clientele. Busy mid-level managers who could most benefit from the services of the clearinghouse are more likely to inquire if they can get a response in time to meet deadlines to satisfy superiors who may not appreciate the need for extra time.

By way of illustration, Papua New Guinea's Resource Management System was developed over a two year period and yet the sections critical to the flow of development information were the last elements to get attention, right at the deadline. Similarly, the awareness components of their Tropical Forest Action Plan had significant lead time, but again were hurriedly thrashed out the week prior the critical aid donor roundtable. These are practical realities that the system of dissemination must transcend.

The postal service time lag is especially critical if the first mailing provides a list of possible documents and the second, the selected articles themselves.

While the turn-around time for processing requests at CDC is good, in many instances, CDC's first response to a client is to send back a bibliography of articles on the topic of interest expressed by the client. In these cases, the client is likely to write back and request copies of specific articles which means four mailings are required before the client is able to act on the information needed. This kind of lead time is often too long for the hectic world of practitioners who are often overloaded and only get around to budgets and planning at the last minute when they are facing institutional deadlines.

Certainly it is not practical, at this point, to think in terms of handling all distribution electronically, but it may be that sufficient technology is now in place in LDCs to allow for some combination of postal services and electronic mail that would minimize the time required for at least some of the targeted clientele to get their material on time.

It should be possible to organize a modem link with one central information agency in at least some of the LDCs. With such a link in place, phone or fax requests could be made to the LDC center and sent electronically on to D.C

through a pre-organized communications network. Alternatively, CDC's computerized catalogue disks could be mailed to an appropriate LDC information service with the search being conducted there. Use of local mail, faxes and phones would then significantly reduce time lag and costs for at least the first leg of the access process.

#### 4.2 ELECTRONIC FILE TRANSFERS

If the electronic approach is eventually adopted and CDC holdings are run through hi-speed scanner, stored and indexed on disk, there is potential to either transfer individual files electronically or to send read only optical disks with portions or all of the CDC holdings overseas for use in LDC information centers. Updates of the disks would then need to be supplied to the LDC information centers from time to time as new acquisitions relevant to the needs of that center were added to the system.

Given the complexity and associated costs of managing data transfers through the variety of systems operating in the international arena, developing the database at a specified center and transferring compact information on optical disks to central information centers in LDCs would seem the best medium-term option for reducing the time required for practitioners to access the information they need. Some direct file transfers, wherever that turns out to work smoothly, could run concurrently.

FIGURE 1 provides a rough sketch of four hi-tech dissemination/acquisition options. APPENDIX V gives an indication of the initial hardware and software requirements of a communications system capable of hosting a hi-tech clearinghouse. In such a system, users access the exchange via modem and receive the requested documents at their own remote workstation. Key documents are entered centrally via a high-speed scanner but users can also submit documents via their fax machines. The documents are then held in memory for the system operator to index.

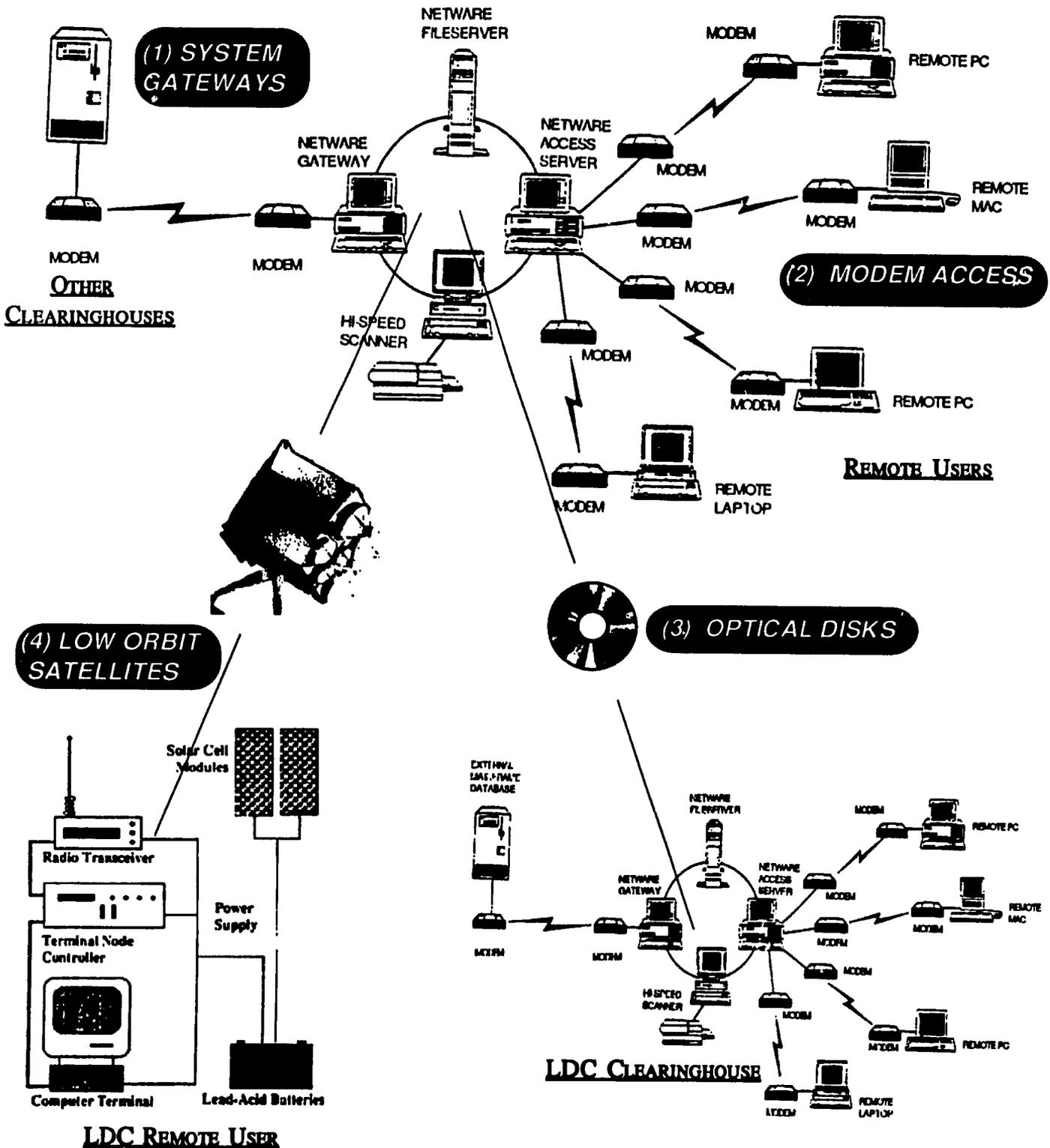
Collaborating LDC information centers should be pre-existing entities with some overlapping goals that would profit from access to CDC holdings and, at the same time, be able to help contribute new acquisitions from the region it serves to the international arena through the CDC. In the ideal situation, central LDC information centers would also have the above equipment creating a multi-centered information exchange that would allow each to manage its own information, build up its own kind of expertise and participate in collaborative exchanges that would include CDC along with other information centers of importance to that agency.

At least one LDC is developing a local information center that links the formal education sector, research institutions and universities to a variety of development programs design to improve quality of life. In Papua New Guinea, for example, the Curriculum Unit of the Department of Education has just installed computers linked by modem to four regional centers to enable

FIGURE 1

HI-TECH ACQUISITION AND DISSEMINATION OPTIONS

DRYCOM CLEARINGHOUSE NETWORK



centrally produced basic education materials to be adapted to incorporate features of the regional language and culture.

The Curriculum Unit also houses the Secretariat for their National Literacy and Awareness Program whose board includes representatives of PVOs, government agencies involved in development and educational research institutions. An LDC counterpart to CDC in such a setting would contribute substantially to all three of the major emphases outlined in the project contract. A committee of the Advisory Board involving agencies who stand to benefit from the more efficient service could be set up to continue exploring options as the technology improves and prices drop.

#### **4.3 BRIDGES TO OTHER COMMUNICATIONS SYSTEMS**

Clearinghouses related to development in LDCs are emerging within a wide range of government and nongovernment agencies around the globe. International environmental organizations, national coalitions of PVOs, government information centers, and various United Nations agencies are all recognizing the importance of being able to quickly sort through the ocean of available information pertinent to an immediate development problem.

Development communications, with its geographic spread, its wide range of content areas and the variety of media involved, is a field where it is especially important to build electronic gateways to other collections of such information. CDC is already linked to two major centers of development information for its computer-assisted searches of bibliographic data stored in other collections.

It is important, however, to continue expanding such ties if CDC is to keep up with the numerous changes and innovations being experimented with around the globe and to retain its position as a key information center on development communications.

UNESCO's investment in the CDC's Communications Digest is a good example of the kind of collaboration needed as is Michael Laflin's participation in the FAO Roundtable on development communications coming up next month.

The *Infoterra Network* launched by the United Nations Environment Program and the PCS at John Hopkins are examples of the kind of networks that CDC should strive to interface.

*Finding 7: That networking with other agencies and the capacity to search their holdings will limit the need to indefinitely expand CDC hard copy holdings once optical storage and transmission become feasible.*

**Finding 8:** That the four mailings through the international post required between the end-user's initial request and his access to the needed document is too long of a lead time for the short deadline circumstances under which most practitioners must work.

**Finding 9:** That CDC's new initiatives in developing exchange agreements with other agencies involved in development work will significantly broaden the information source from which to respond to LDC queries and provide rich new sources for acquisitions at the same time.

## 5.0 DELIVERABLES

### 5.1 THE DEVELOPMENT COMMUNICATION REPORT

Since coming to IIR, the content of the *Development Communication Report (DCR)* has been adjusted from a collection of essentially unrelated articles to a predominant theme for each issue. The theme is not rigidly adhered to, however, so that timely articles not related to the theme do appear. This change has been well received and makes past issues of the *DCR* even more useful for clients interested in specific topics.

It is important to note, however, that the format for the *DCR* is currently under review. It may well be the case, then, that the final product of that review will have incorporated much of what follows below.

The concentration of text in the *DCR* was by design under the former contractor where the intent was to conserve the limited space for as much printed information as possible. Graphics, sub-titling, slogans, highlighted sentences, shadows, bars, blocks and open space were kept to a bare minimum. While this is not the policy under IIR, the presentation of the publication varies between being quite visual in some issues and quite dense in others. The center spread in *DCR* No. 66, for example, is visually quite powerful while *DCR* No 65 is relatively dense throughout. With the Clearinghouse's enviable collection of resource material, the visual communication on the printed page could easily complement the text portion of the message, providing both enticement to read further and relief from the concentration of print.

This is due, in part, to the extra time and attention required in putting together more complex layouts. Meeting the publication deadlines with careful control of the content around a specified topic is difficult enough for the limited staff without the additional burden of collecting appropriate graphics and manipulating the layout of individual pages.

At the same time, however, the leading publication of an organization dedicated to effective communication strategies can be expected to itself be an example of the principles it is promoting. To what degree, then, should the CDC newsletter reflect the kind of newsletter it encourages development agencies in LDCs to produce? Clearly the target audience for the *DCR* can handle columns of text

more easily than the audiences most development agencies in LDCs are targeting. But there is still the lost opportunity of demonstrating by example and the well recognized link between an effective layout and the impact of its message for readers of any level. With one of the key advantages of desktop publishing being the in-house capacity to package a message through a unique combination of print, formatting and graphics, the CDC's' newsletter should be a model of the powerful capacity of the new technology.

Font size, variations on the three column page and special headings for periodic columns, coming events, etc. are among other options for making the newsletter more reader-friendly.

Whether to further constrain the variety of English to be used in the newsletter is a debatable point. The editor is to be commended for a good job of eliminating academic language from the text in most issues. It is also true that much of the target audience is accustomed to printed material appearing in the the variety of English used in the formal sector of their urban environments and may react to the use of a more controlled variety of English as unnecessarily pedantic. This is in spite of the fact that the materials they themselves produce may strive to keep to a variety of English that more closely approximates everyday speech.

It is now possible, however, to adapt the thesaurus and spell checkers of computer software to assist editors in restricting vocabulary to the common 2500 everyday words of English with other terms being introduced in the first instance by descriptive phrases. While every opportunity to promote the acceptance of such controlled English for development communication should be encouraged, such a policy for the DCR itself introduces yet another burden on an editor who already has inordinate demands on his/her time. Given both the mixed audience and the time constraint, further control of the standard of English should wait until such time as the software for controlled English has been streamlined and becomes quick and efficient for busy editors to use.

Language medium is another barrier that will inevitably limit CDC's capacity to reach all of its intended audience. The English medium is, of course, inappropriate for most practitioners outside the Anglophone regions of the developing world. The recent French and Spanish versions of the DCR are an important beginning, but limited resources will obviously restrict the number of French and/or Spanish editions of the newsletter.

IIR is currently conducting a readership survey to assess the quality of the content and how it is presented. One of the limitations of such a survey is that it assumes a congruence between the current readership and the targeted clientele for CDC services. In practice, however, it may well be easier for those associated with academic or international institutions to hear about CDC/DCR and get on the mailing list than it is for the mid-management level practitioners in LDCs who are directly implementing development communication programs.

## 5.2 INFORMATION PACKAGES

While the information packages were prepared primarily as in-house documents for the information of CDC staff who are processing requests, they are also useful information tools in their own right. The information packages provide a good synopsis of development communication issues as they relate to a specific topic, a useful first-step for many practitioners who may not yet be sure of just what questions they want to ask.

While little has been done in the way of interpreting the materials presented in the information packages, little is really needed as model development communication strategies emerge simply as a consequence of the articles selected. The *Information Package About Development Communication and Women*, for example, begins with a compilation from two different sources that constitutes an overview of the issues and recommends "little media" or audio cassettes along with posters and picture-books that can be understood without strong literacy skills. Sample articles, along with lists of training opportunities, organizations to contact and still further articles to consider, opens many practical doors for development communication practitioners in LDCs.

## 5.3 DISTANCE EDUCATION BIBLIOGRAPHY

The special publication *Bibliography on Distance Education* is a useful overview of selected journal articles and research papers produced between 1982 and 1988 and organized by geographic region, methods and media/technologies used.

## 5.4 COMMUNICATIONS DIGEST

The Communications Digest follows the concept used in developing the Learning Technologies Digest, providing a synthesis of development communication information by locator, project duration, primary media and agencies involved. Content covers environment, health, nutrition, AIDS, agriculture, microenterprise development, literacy, substance abuse, women in development and family planning.

Each content area begins with an overview and general discussion of the target audience, messages, media or technology, communication strategy, evaluation and research. There is a synopsis of each project within a given content area that covers the problem, project objectives, target population, strategy, overview, results, implications and bibliographic references. AID technical specialists in all of the Bureaus have shown an interest in the Digest.

The basic format is similar to that of the hard copy project profiles put together by the Academy for Educational Development (AED). The project has attracted the interest of UNESCO, UNFPA and FAO resulting in a grant of \$10,000 that is funding additional part-time staff assistance.

While information has been collected on more than 200 projects worldwide, the project is wide in scope and will require considerable staff time to complete. The analytic work on lessons learned is proving to be a major effort on its own. The digest is still under development and has endured a number of staff changes. Collectively, these factors have contributed to putting the digest behind schedule.

Again care must be taken to balance production and distribution. It will be important to design a strategy for letting the targeted users know that the digest is available and then to devise a means of evaluating response, usefulness and efficiency. The Communication Digest may be a suitable information package for use on the low orbit satellite as its currently being tested by *Volunteers in Technical Assistance (VITA)*. It may be possible to test this hi-tech distribution mode (Figure 1 above) through an interagency agreement with VITA.

At present, it is envisaged that LDC education and research institutions will be the key users of digest.

## 5.5 OTHER

CDC produced a *Publications and Audiovisuals Catalogue* in 1990 that lists all the deliverables available at the Clearinghouse. It includes an order form and a summary of all the services available through the Clearinghouse. This small publication provides a useful introduction to CDC and is the kind of thing that needs to be developed for publicity purposes among practitioners in LDCs.

There are frequent requests for a hard copy listing of all the holdings in the clearinghouse. This would clearly be useful and easy to produce once more of the holdings have been catalogued.

***FINDING 10: That the topical content of the DCR has been well received but its presentation is too text oriented for a development communication newsletter.***

***FINDING 11: That the survey of DCR readership is not likely to yield the desired results unless it is extended to cover more of the targeted practitioners who are not yet receiving the publication.***

***FINDING 12: There is a need to produce a bibliography of all the holdings in the Clearinghouse once more of the holdings have been catalogued.***

## 6.0 CLIENTELE

### 6.1 RANGE OF INQUIRERS

While inquiries coming in to the CDC come from a wide cross-section of regions and interests, the priority clientele for CDC services is clearly "A.I.D. and LDC planners and practitioners".

Mid-level managers of information divisions within national departments are commonly the people responsible for putting together appropriate development communications programs and should be the largest class of users, given the limited resources available for responding to inquiries. They are an influential group, when it comes to influencing decision-makers who prepare budgets and may chose to adopt the model communication strategies that the CDC is trying to promote. While heads of PVOs, advisers, contract officers and various university-related staff may be the first to gain access to development communication information, it is often these mid-level management people who are the ones who take part in the give-and-take process of budget planning and interact with the management who control whether such technologies become a priority or not. If they have a feel for what the technology can contribute... for what it can do for them and the programs they are involved with... they are much more likely to push for it at the bargaining table.

There is a need then to launch a publicity campaign, restricted if need be to just these heads of national department information divisions, to order to ensure that CDC's services are well known among them.

One way of doing this might be to solicit assistance from the relevant person in each mission to put together a locator list of key information officers by position and agency for the LDC it serves. Local press clubs, central offices of information, PVO councils, health media councils, etc. are some of places where the appropriate practitioners can most easily be identified. Basic information on CDC services could then be sent to this targeted clientele through the mail. At a minimum, the development communication/information officer in the ministries of agriculture, health, commerce/small business, environment, education and home affairs should be identified.

Given the need for a service of this kind, such a publicity exercise may well be so successful as to overload the current capacity of the CDC to deliver the service. This may entail a search for additional funding or the development of creative alternatives for cost sharing. A 900 number service within the U.S. is one possible source. IIR's planned conference displays should net further paid subscribers to the DCR which will also help. The first step, however, is to engender a level of demand that creates the need for addressing strains on staff time and funds for postage.

## 6.2 RANGE OF DCR SUBSCRIBERS

The range of DCR subscribers is even broader than the inquirer group and their expressed enthusiasm for the publication shows it is obviously meeting a need.

In addition to the 6000 subscribers to the *Development Communication Report*, the Clearinghouse maintains dialogue with a range of inquirers who are proactively pursuing further information related to development communication. The natural evolution of subscribing members may not necessarily parallel CDC's ideal target group. Care should be taken, then, to find ways of increasing the proportion of CDC resources that service the preferred LDC practitioners.

India, Nigeria and the Philippines seems to enjoy a disproportionate exposure to CDC services. Perhaps the factors behind that success could be examined and replicated in some of the other countries.

It may simply be the case that many mid-level practitioners are over-worked and do not find time to visit the libraries and resource centers where the *Development Communication Report* might be found. Circulation of a publicity brochure describing CDC services among these practitioners could be a useful tool for building up this sector of the DCR clientele.

## 6.3 LIBRARY USERS

The CDC library continues to attract both U.S. and overseas users. Its organization and management is praised within the various bureaus of A.I.D., although library users have not been the focal point of IIR's strategy to reach its targeted clientele.

*FINDING 13: That the number and kind of requests being received at the CDC indicate that its services are not well-known among development communication planners and practitioners in many of the LDCs.*

*FINDING 14: That the number and kind of requests being received at the CDC indicate AID staff are not utilizing CDC services.*

## 7.0 OVERSEAS TECHNICAL ASSISTANCE MISSIONS

The buy-in from Cost Rica involving assistance to a local PVO in writing up a grant proposal on development communication for basic education has been completed. USAID/Guatemala has bought into three communication-related studies on the contribution of telecommunications and nonformal education to development. And a recent request from Palau for technical assistance on designing and implementing a development communication workshop illustrate

the growing need for technical assistance pertaining to locally appropriate development communication strategies.

To the degree that resources make it possible, hands on local development communication workshops provide a powerful tool for meeting CDC's objective of influencing the quality of ongoing development communications programs in LDCs.

In many instances, the targeted group of local practitioners have had little opportunity to explore the range of technologies that may be most appropriate for their development communications needs. Again and again, in today's world, federal agencies in LDCs are investing large sums of money in "awareness campaigns" among their rural majorities without any capability of assessing what combination of strategies is most appropriate for their situation; all to the advantage of the slick commercial operators described in the opening remarks.

Missions could be encouraged to buy into LDC development communication workshops. The mission could liaise to put together a team that combines local experience with technical assistance from the CDC.

No other A.I.D. contract provides the necessary capability for responding to unforeseen demands while the achievement of the proactive goals and objectives of the CDC is certain to lead to requests for technical assistance/workshop activities.

***FINDING 15: That the level of demand from Missions for technical assistance assignments and workshops has exceeded the estimate in the RFP.***

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## 8.0 SUMMARY OF FINDINGS

***FINDING 1: That IIR's computerization of cataloguing and search capacity has greatly increased the efficiency of the operation of the clearinghouse.***

***FINDING 2: That the Development Communication Digest has provided excellent sources of new acquisitions that are filling in gaps in CDC's holdings***

***FINDING 3: That development communication practitioners in LDCs are not contributing significantly to new acquisitions.***

***FINDING 4: That the quality of CDC's response to requests has been excellent and the turn around time prompt.***

**FINDING 5:** That making CDC's bibliography available electronically (or sending disks to cooperating LDC information agencies) will significantly reduce the time required to fully process a request from the targeted LDC practitioners and, in so doing, significantly increase the likelihood of their using the service.

**FINDING 6:** That high speed scanning and optical disk storage will be feasible in the near future and will pave the way to making quick, efficient transfer of information to LDC practitioners a reality.

**FINDING 7:** That networking with other agencies and the capacity to search their holdings will limit the need to indefinitely expand CDC hard copy holdings once optical storage and transmission become feasible.

**FINDING 8:** That the four mailings through the international post required between the end-user's initial request and his/her access to the needed document is too long of a lead time for the short deadline circumstances under which most LDC practitioners must work.

**FINDING 9:** That CDC's new initiatives in developing exchange agreements with other agencies involved in development work will significantly broaden the information sources from which to respond to LDC queries and provide rich new sources for acquisitions at the same time.

**FINDING 10:** That the topical content of the DCR has been well received but its presentation is too text oriented for a development communication newsletter.

**FINDING 11:** That the survey of DCR readership is not likely to yield the desired results unless it is extended to cover more of the targeted practitioners who are not yet receiving the publication.

**FINDING 12:** That there is a need to produce a bibliography of all the holdings in the Clearinghouse once a reasonable sample has been catalogued.

**FINDING 13:** That the number and kind of requests being received at the CDC indicate that its services are not well-known among development communication planners and practitioners in many of the LDCs.

**FINDING 14:** That the number and kind of requests being received at the CDC indicate AID staff are not utilizing CDC services.

**FINDING 15:** That current CDC activities concentrate more on development communication applications for programs aimed at improving quality of life in LDCs than for applications in the formal education sector or among third world institutions.

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## RECOMMENDATIONS

- I. That mission staff be encouraged to make greater use of CDC services, that they be requested to help identify key development communication planners and practitioners in the Ministries of agriculture, health, commerce, environment, education and home affairs for the LDCs in which they work and that they be encouraged to assist in forwarding copies of development communication material produced in LDCs to the Clearinghouse.
- II. That promotion of CDC services and a survey of development communication information needs be conducted among LDC planners and practitioners once that list has been compiled to further inform decisions on DCR and other CDC services.
- III. That this promotion incorporate IIR's current plans for a publicity brochure and the use of the DCR to advertise other CDC services.
- IV. That IIR begin to explore the development of MOUs with an appropriate inter-departmental/inter-agency counterpart in LDCs to trial the development of a network of multi-centered development communication exchanges.
- V. That these MOUs include the exchange of development communication documents as a means of building LDC contributions to CDC acquisitions.
- VI. That IIR persist in its review of electronic bulletin board services available in order to facilitate client access to CDC's bibliography via computer modem.
- VII. That CDC's bibliography of holdings be sent via computer disk to interested LDC information centers.
- VIII. That IIR continue to explore and trial electronic communications networks as another medium for disseminating development communication documents
- IX. That medium range planning target hi-speed optical scanning, storage and dissemination along the lines described in Appendix V with compact CD-ROM disks being distributed to cooperating LCD information centers and immediate access to clearinghouse documents being made available via modem and facsimile machines.
- X. That a committee of the Advisory Board be established to pursue options for establishing such an electronic information exchange.
- XI. That additional sources of income should be sought as a means of covering the costs of handling additional inquiries and accepting additional LDC subscriptions.
- XII. That student participation should be cultivated as a creative means of dealing with the manpower shortages associated with increased demands of requests to be processed.
- XIII. That a short-term training program in effective communication for development programs be developed for A.I.D. staff.
- XIV: That the IIR contract be amended to permit Missions to buy into the contract for overseas technical assistance services without reducing the amount of funds available for operating the core Clearinghouse maintenance services in Washington.

## APPENDIX I

### EVALUATION SCOPE

- Scope of Work:** Clearinghouse on Development Communication Evaluation
1. **Purpose:** This evaluation will address the following questions:
    - a) Have the actions taken by the contractor in the project's first two years significantly improved the Clearinghouse operation? Is its current level of activity adequate to support the development communications function of the Agency?
    - b) What changes if any should be made to improve operations and/or effectiveness in the project's remaining years? Specifically, should the Clearinghouse make greater use of new high-tech communication options?
  2. **Background:** This project is the latest of a series of similar projects which date back to the early 1970's. The current contractor won in a competitive process in 1988. This is the first evaluation of this five year contract.
  3. **Statement of Work:** The evaluator will examine project files and the reports/products which have been completed or are underway. Other information will be obtained from interviews with project staff, A.I.D. staff, and other involved parties. Telephone and fax may be used to make contact with information sources such as UNESCO or selected LDC subscribers. No travel will be required.
  4. **Dates and Place of Evaluation:** The evaluation should begin on or before December 1, 1990. Eight workdays will be the maximum time allowed for the task. Work will take place in the project's offices.
  5. **Cost Analysis:**

8 days @ \$275	\$2,200
Communications	<u>300</u>
Total	\$2,500
  6. **Final Report:** The evaluation report will provide A.I.D. and the contractor with findings and offer recommendations accompanied by appropriate rationales. The report will include an executive summary outlining findings, conclusions/recommendations, and lessons learned.

W#4536/10

APPENDIX II

PROJECT AGREEMENT

AWARD/CONTRACT		1. THIS CONTRACT IS A RATED ORDER UNDER OPAS (15 CFR 301)		DATING		PAGE OF PAGES 1   45	
2. CONTRACT (Proc. Inst. Ident.) NO. DHR-5831-Z-00-8028-00		3. EFFECTIVE DATE August 29, 1988		4. REQUISITION/PURCHASE REQUEST/PROJECT NO. 8361240		936-5831	
ISSUED BY Agency for International Development Office of Procurement A.I.D./Washington Projects Division-Resources Washington, D.C. 20523-1429		CODE OF W/R: PM		6. ADMINISTERED BY (If other than Item 3)		CODE	
7. NAME AND ADDRESS OF CONTRACTOR (No., street, city, county, State and ZIP Code)  Institute for International Research 6715 Whittier Avenue McLean, Virginia 22101  DUNS No.: 08-234-4326				8. DELIVERY <input type="checkbox"/> FOB ORIGIN <input checked="" type="checkbox"/> OTHER (See below)			
9. DISCOUNT FOR PROMPT PAYMENT N/A				10. SUBMIT INVOICES (4 copies unless otherwise specified) TO THE ADDRESS SHOWN IN: ITEM O. of Part I Section G			
CODE		FACILITY CODE		12. PAYMENT WILL BE MADE BY Office of Financial Management M/FM/PAFD Agency for International Development Washington, D.C. 20523		CODE	
11. SHIP TO/MARK FOR N/A		CODE		14. ACCOUNTING AND APPROPRIATION DATA See Part I, Section G			
13. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION: <input type="checkbox"/> 10 U.S.C. 2304(c)(1) <input type="checkbox"/> 41 U.S.C. 253(c)(1)							
15A. ITEM NO	15B. SUPPLIES/SERVICES	15C. QUANTITY	15D. UNIT	15E. UNIT PRICE	15F. AMOUNT		
	Clearinghouse for Development Communications II				\$1,560,117		
15G. TOTAL AMOUNT OF CONTRACT						\$1,560,117	
16. TABLE OF CONTENTS							
VI	SEC.	DESCRIPTION	PAGE(S)	VI	SEC.	DESCRIPTION	PAGE(S)
PART I - THE SCHEDULE				PART II - CONTRACT CLAUSES			
x	A	SOLICITATION/CONTRACT FORM	1	x	I	CONTRACT CLAUSES	38-45
x	B	SUPPLIES OR SERVICES AND PRICES/COSTS	2-8	PART III - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACH.			
x	C	DESCRIPTION/SPECS./WORK STATEMENT	9-19	J	LIST OF ATTACHMENTS		
x	D	PACKAGING AND MARKING	20	PART IV - REPRESENTATIONS AND INSTRUCTIONS			
x	E	INSPECTION AND ACCEPTANCE	21	K	REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS <i>incorporated by reference</i>		
x	F	DELIVERIES OR PERFORMANCE	22	L	INSTRS., CONDS., AND NOTICES TO OFFERORS		
x	G	CONTRACT ADMINISTRATION DATA	23-26	M	EVALUATION FACTORS FOR AWARD		
x	H	SPECIAL CONTRACT REQUIREMENTS	27-37				
CONTRACTING OFFICER WILL COMPLETE ITEM 17 OR 18 AS APPLICABLE							
17. <input checked="" type="checkbox"/> CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return <u>10</u> copies to issuing office.) Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (Attachments are listed herein.)				18. <input type="checkbox"/> AWARD (Contractor is not required to sign this document.) You offer on Solicitation Number _____ including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as in the items listed above and on any continuation sheets. This award constitutes the contract which consists of the following documents: (a) the Government's solicitation and your offer, and (b) this award/contract. No further contractual document is necessary.			
19A. NAME AND TITLE OF SIGNER (Type or print) PAUL SPECTOR, PRESIDENT				20A. NAME OF CONTRACTING OFFICER Edward H. Thomas			
19B. NAME OF CONTRACTOR BY <i>Paul Spector</i> (Signature of person authorized to sign)		19C. DATE SIGNED AUG 26		20B. UNITED STATES OF AMERICA BY <i>Edward H. Thomas</i> (Signature of Contracting Officer)		20C. DATE SIGNED AUG 26	

SECTION BSUPPLIES OR SERVICES AND PRICES/COSTI. SERVICES

The Contractor shall furnish all necessary facilities, materials, and personnel and shall perform all services necessary to carry out the scope of work identified in Section C.

II. ESTIMATED COST, LIMITATION OF FUNDS AND FIXED FEE

A. The total estimated cost of this contract, exclusive of the fixed fee, is \$1,508,762. The fixed fee is \$51,355.

B. The total estimated cost plus fixed fee is \$1,560,117. The funds presently available and obligated to this contract for performance hereunder are \$92,967. This amount is anticipated to be sufficient through November 30, 1988. The Contractor shall not exceed this amount unless authorized in writing by the Contracting Officer pursuant to the clause of this contract entitled "Limitation of Cost" (FAR 52.232-20) or "Limitation of Funds" (FAR 52.232-22), as applicable (see Section I of this contract).

III. BUDGET

A. The following itemized budget sets forth the fixed fee and estimates for reimbursement of dollar costs for individual line items of cost. Without the prior written approval of the Contracting Officer, the Contractor may not exceed the total estimated cost set forth in the budget hereunder, or the obligated amount, whichever is less (see the Article of this Section entitled "Estimated Cost, Limitation of Funds, and Fixed Fee"). Without the prior written approval of the A.I.D. Contract Officer (which must be retained by the Contractor for audit purposes), the Contractor may not exceed the estimated dollar cost for any individual line item of cost shown below by more than 15% of such line item, except for indirect costs (e.g. overhead, G&A), which are governed by the Article of this Section entitled "Advance Understanding on Ceiling Indirect Cost Rates and Final Reimbursement for Indirect Costs." The fee is fixed.

B.

Itemized Budget  
(8/29/88 - 8/28/93)

<u>Category</u>	<u>Budget Amount</u>
Salaries and Wages	\$ 507,140
Fringe Benefits	149,150
Consultants	13,200
Travel, Transportation, and Per Diem	32,160
Materials, Supplies and Equipment	10,000
Subcontract(s)	224,890
Other Direct Costs (Includes DBA)	238,759
Indirect Costs	189,602
G&A	143,861
TOTAL ESTIMATED COST	<u>\$1,508,762</u>
Fixed Fee	51,355
TOTAL ESTIMATED COST PLUS FIXED FEE	<u>\$1,560,117</u>

NOTE: The inclusion of a dollar amount for subcontract(s) and/or consultants in the above budget does not obviate the requirements of the clause of this contract entitled "Subcontracts Under Cost-Reimbursement and Letter Contracts" (FAR 52.244-02), or Part III.A.5 of Section H of this contract for prior written approval by the A.I.D. official indicated therein.

C. The Contractor also agrees to furnish data which the Contracting Officer may request on costs expended or accrued under this contract in support of the budget information provided herein.

IV. ESTABLISHMENT OF INDIRECT COST RATES

A. Pursuant to the provisions of the clause of this contract entitled "Allowable Cost and Payment" (FAR 52.216-07), a rate or rates shall be established for each of the

Contractor's accounting periods which apply to this contract. Pending establishment of revised provisional or final indirect cost rates for each of the Contractor's accounting periods which apply to this contract, provisional payments on account of allowable indirect costs shall be made on the basis of the following negotiated provisional rate(s) applied to the base(s) which are set forth below:

<u>Type of Rate</u>	<u>Rate</u>	<u>Base</u>
Overhead (Domestic)	28.89	Total domestic direct labor dollars plus applicable fringe benefits
Overhead (Foreign)	14.95	Total foreign direct labor dollars plus applicable fringe benefits
G&A	10.54	Total costs incurred excluding G&A expenses
Fringe Benefits	29.41	Total labor dollars

V. ADVANCE UNDERSTANDING ON CEILING INDIRECT COST RATES AND FINAL REIMBURSEMENT FOR INDIRECT COSTS

A. Notwithstanding any other provision of this contract to the contrary, for each of the Contractor's accounting periods during the term of this contract, including subsequent extensions, the parties agree as follows:

- 1(a) The distribution base for establishment of final overhead rates (domestic) is total domestic direct labor dollars plus applicable fringe benefits.
- (b) The distribution base for establishment of final overhead (foreign) rates is total foreign direct labor dollars plus applicable fringe benefits.
- (c) The distribution base for establishment of final G&A rates is total costs incurred excluding G&A expenses.

2. Reimbursement for indirect costs shall be at final negotiated rates, but not in excess of the following ceiling rates:

<u>For Contract Period</u>	<u>G&amp;A Rate</u>	<u>Overhead Rate</u>	
		<u>Domestic</u>	<u>Foreign</u>
Years 1 thru 5	12.0	31.89	17.95

3. The Government shall not be obligated to pay any additional amount on account of indirect costs above the ceiling rates established in this contract. Final indirect costs exceeding the rate(s) applied to the base(s) shown above shall be absorbed by the Contractor.

4. This advance understanding shall not change any monetary ceiling, cost limitation, or obligation established in this contract.

B. A determination as to the adequacy and acceptability of the Contractor's accounting system has preceded the awarding of this contract. To the extent that the allocation and allowability of costs affects the agreement negotiated in this contract, it is understood and agreed that the Contractor shall make no change in his accounting system without the prior written approval of the Contracting Officer. Any agreement to modify or change, in any way, the Contractor's current method of allocating costs in the overhead, G&A, or other burden center accounts will require a negotiation.

#### VI. COSTS REIMBURSABLE AND LOGISTIC SUPPORT TO THE CONTRACTOR

##### A. United States Dollar Cost

Reimbursement of United States dollar costs incurred under this contract shall be paid to the Contractor as described in the clauses of this contract entitled "Allowable Cost and Payment" (FAR 52.216-07), "Payment" (AIDAR 752.7003, Alternates 70 and 71), and shall be limited to reasonable, allocable, and necessary costs determined in accordance with the clauses of this contract entitled "Allowable Cost and Payment" and "Fixed Fee."

##### B. Logistic Support

1. The Contractor shall be responsible for providing or arranging for all logistic support, except to the extent that an amendment to this contract or an order under this contract obligating funds for a particular activity may specify that the Cooperating Country

and/or the U.S.A.I.D. Mission will provide any logistic support. Unless a contract amendment, or the cognizant A.I.D. Project Officer specifies that the Cooperating Country and/or the U.S.A.I.D. Mission will provide logistic support, the contractor and any employee or consultant of the Contractor or its subcontractors is prohibited from using U.S. Government facilities (such as office space or equipment) for performance of the services. If at any time it is determined that the Contractor, or any of its employees or consultants have used U.S. Government facilities or personnel without authorization either in a contract modification or in writing by the cognizant A.I.D. Project Officer, then the amount payable under the Contract shall be reduced by an amount equal to the value of the U.S. Government facilities or personnel used by the Contractor, as determined by the Contracting Officer. If the parties fail to agree on an adjustment made pursuant to this clause, it shall be considered a "dispute" and shall be dealt with under the terms of the clause of this contract entitled "Disputes" (FAR 52.233.01 and Alternate I).

2. The costs of any logistic support provided by the Cooperating Country and/or the U.S.A.I.D. Mission are not included in the budget of this contract, will not be included in the budget of any contract modification or task order obligating funds, will not be charges by the Cooperating Country and/or the U.S.A.I.D. Mission to the Contractor, shall not be charged by the Contractor to this contract, and are in addition to the U.S. dollar costs set forth herein or in any contract amendment or order. Logistic support provided in the form of local currency shall be paid to the Contractor in a manner adapted to the local situation and as agreed to by the Mission Director, in writing. The documentation for such costs shall be on such forms and in such manner as the Mission Director shall prescribe.

3. Where the Cooperating Country or A.I.D. does not meet a commitment to provide the logistic support which a contract modification or task order specifies, or the cognizant A.I.D. Project Officer advises will be provided, the Contractor shall immediately notify

the Contracting Officer in writing. If failure to provide the logistic support is of such nature as to severely and adversely affect the performance or progress of this contract, the Contractor, after consultation with, and written approval of, the cognizant A.I.D. Project Officer, may utilize an amount not to exceed \$2,000 of budgeted U.S. dollars to cover critical, short term emergency logistic support needs, provided however, that such approvals shall not be construed as authorization to increase the total estimated cost or the obligated amount of this contract, whichever is less (see Section B.2 above), which are subject to the clauses of this contract entitled "Limitation of Cost" (FAR 52.232-20) or "Limitation of Funds" (FAR 52.232-22), as applicable (see Section I.1. of this contract). A copy of any approvals issued by the Mission Director pursuant to the foregoing shall be retained by the Contractor for audit purposes. Any resulting adjustment in the contract amount or the period of performance will be handled under the clause of this contract entitled "Changes - Cost Reimbursement" (FAR 52.243-02).

4. If, under emergency circumstances, it is necessary for a U.S.A.I.D. Mission to pay for any budgeted in-country costs on behalf of the Contractor in order to facilitate implementation of any activities under this contract, the Mission may bill the Contractor for such costs, and the Contractor may, in turn, charge those costs against this contract. Under no circumstances will the Mission recoup those costs via an Advice of Charge (AOC) to the payment office. In addition, in order to maintain the Contractor's responsibility for compliance with the clause of this contract entitled "Limitation of Cost" (FAR 52.232-20) or "Limitation of Funds" (FAR 52.232-22), as applicable, a Mission may not pay any in-country costs without the prior written approval of the Contractor, which approval must indicate a maximum amount which can be paid.

**VII. PAYMENT OF FIXED FEE**

At the time of each payment to the Contractor on account of allowable dollar costs, the Contractor shall be paid a dollar amount which is in the same ratio to the total fixed fee as the related payment being made on account of allowable dollar costs is to the total estimated cost, as amended from time to time; provided however, that whenever in the opinion of the Contracting Officer such payment would result in a percentage of fee in excess of the percentage of work completion, further payment of fee may be suspended until the Contractor has made sufficient progress, in the opinion of the Contracting Officer, to justify further payment of fee up to the agreed ratio; provided further, that after payment of eighty-five percent (85%) of the total fixed fee, the provisions of the clauses of this contract entitled "Allowable Cost and Payment" and "Fixed Fee," shall be followed.

**VIII. REPORTS/DELIVERABLES**

In addition to the requirement for submission of reports contained in A.I.D.A.R. Provision No. 752.7026 entitled "Reports," as referenced in Section I, the Contractor will be required to produce the reports as set forth in Section C - Work Statement.

SECTION CWORK STATEMENTC.1. BACKGROUND

This new project is an outgrowth of A.I.D.'s experience over the past seventeen years in the area of development communication. In 1971, an information service in educational technology was begun as a part time, one person operation designed to respond to miscellaneous information requests for copies of a film and a handbook on instructional technology that had been produced under a previous A.I.D. contract. In October, 1973 an Information Center on Instructional Technology (ICIT) was funded and staffed under AID/ta-C-1056 to meet the needs of development communicators and educators regarding relevant applications of media and technology. Between October 1973 and December 31, 1976, ICIT grew to a full time staff of six people. A contract was awarded in January, 1977 and amended several times to provide services through July 31, 1979. A new project was competed in FY 79 and amended in 1983, and was competed again in 1984. Extensions were obtained in FY 87 and FY 88 to permit a new project to be documented and competed without an interruption of service to the field.

C.2. OBJECTIVES

The objectives of the contract will be to provide information and services related to the application of appropriate methods and technologies in development communication (print and non-print media) to A.I.D. and LDC planners and practitioners. Emphasis will be placed on:

(1) development communication applications in the fields of education, agriculture, health, nutrition and community development -- especially for programs designed to reach large numbers of developing country people with information and specific skills aimed at improving their quality of life.

(2) development communication applications in the formal education sector, highlighting state of the art innovations and encouraging in-school use of tested technologies which are underutilized.

(3) improving communications among third world institutions such as universities and research centers, applying technology to foster direct regular linkages.

The Contractor shall assume an active position regarding the services it renders. Specifically, the Clearinghouse is not to be a passive collector of reports and information about development communication programs. In addition to maintaining surveillance over and acquisition of appropriate technical and program literature and materials, the Clearinghouse is to provide interpretation of these materials, to hold forth examples of model development communication strategies and materials, and to attempt to influence the quality of ongoing development communication programs through its publications, workshops and technical assistance missions.

The Contractor shall keep apprised of technical innovations and new applied areas of development communication and be prepared to exercise flexibility in promoting information pertaining to these innovations, under the guidance of the A.I.D. Cognizant Technical Officer (CTO). The Contractor is to exercise leadership in developing new opportunities for the appropriate application of development communication methods and technologies.

The Contractor shall furnish all necessary facilities, materials and personnel and shall perform all services necessary to maintain the operations of and to continue acquisition for the "Clearinghouse on Development Communication," in accordance with this statement of work.

**C.3. SCOPE OF WORK****C.3.(a) General Description**

The Contractor will conduct activities under the Clearinghouse on Development Communication so as to establish the Clearinghouse as a preeminent center for the exchange of information and materials about development communication and its major applications in developing countries, particularly applications involving the use of interactive radio in educational systems, instructional design methodologies and social marketing approaches to targeted educational objectives in all sectors.

The Clearinghouse is to maintain its primary focus on serving developing country professionals and professionals working on communication applications in development, particularly those associated with A.I.D. programs, including A.I.D. officers. It is to maintain a leadership role in exchanging and applying information about innovations in development communication.

The specific activities required during the five-year life of contract include:

1. Maintenance of a development communication information exchange service, including library and reference service.
2. Production of Development Communication Report (DCR), a quarterly state of the art newsletter.
3. Production of monographs, state of the art reviews, brief project profiles and special reports.
4. Conduct of workshops and technical assistance to missions to assist in adapting development communication materials and materials development strategies to local circumstances.

5. Preparation of special materials for use in U.S.A.I.D. and LDC conferences and workshops.

The S&T/ED project manager will serve as the CTO and the primary A.I.D. contact officer for the contract and will be closely involved at all technical stages of the contract. The Contractor is expected to maintain an active information exchange relationship with other A.I.D. projects working with development communication.

The Contractor shall direct its efforts in the conduct of these activities to achieve Clearinghouse Project impact in four emphasis areas:

- 1) in the development and exchange of information and materials about applications of development communication in developing countries, particularly in the applied areas of interactive radio, instruction in primary schools, instructional design methodologies and social marketing;
- 2) in the acceptance of development communication strategies, methods and materials by professionals involved in Clearinghouse information exchange, workshops or technical assistance activities;
- 3) in the dissemination of development communication strategies, methods and materials to an increasingly broad professional readership; and
- 4) in the increasing acceptance of the Clearinghouse as a pre-eminent center for the exchange of development communication information and materials.

C.3.(b) Detailed Description of Tasks

Maintenance of a development communication information exchange service, including library and reference service.

Apply a system for collecting, evaluating, cataloging and circulating development communication literature, program

reports and materials to facilitate rapid retrieval, circulation and learning from these materials.

Apply a system for systematically surveying development communication literature, program reports and materials to insure that the informational resources are current, comprehensive, relevant and represent the state of the art : development communication information services.

Apply a system for the dissemination and exchange of selected literature, program documents, materials and interpretive commentaries on these with relevant A.I.D. officers, developing country professionals and professionals working to apply development communication in developing country programs. Innovative recommendations from the Contractor are particularly welcome in the development and application of this dissemination and exchange system.

Provide individualized responses to about 100 requests per month for information, both through written answers and personal meetings with visitors to the Clearinghouse.

Maintain an A.I.D. interactive radio collection to include all A.I.D. project documents, evaluations and audio tapes.

Provide appropriate space to store and maintain the collections of the existing Clearinghouse on Development Communication currently located at 1255 23rd Street, N.W., Washington, D.C. The space will permit access to and use on-site by A.I.D. personnel, scholars, LDC and other visitors who have need to make use of the Clearinghouse print, film, videotape and slide collections. The Clearinghouse collections of approximately 12,000 documents, books, publications and 100 film, videotapes and slide presentations now require 1200 square feet of space, plus staff offices. The Clearinghouse on Development Communication will have frequent need for on-site meetings, seminars and conferences. Interested offerors may wish to visit the premises of the incumbent contractor to see how the collections are currently housed.

The contractor shall locate the Clearinghouse staff and collections in convenient proximity to the A.I.D. Office of

Education, Bureau for Science and Technology, Room 609, 1601 North Kent Street, Arlington, Virginia. The Contractor shall continue acquisition for and upkeep of the Clearinghouse on Development Communication collections.

Production of Development Communication Report (DCR), a quarterly state of the art newsletter.

Continue to publish and distribute the quarterly DCR newsletter, through researching, developing and writing original materials and through soliciting contributions of articles from the worldwide community of development communication planners and practitioners. The Clearinghouse should assert leadership through the DCR in identifying the best development communication strategies, methods and materials, interpreting their salient characteristics for development communication planners and practitioners, and pointing to innovative emerging applications. At least one issue every year shall be a special focus issue emphasizing a major development communication theme to be selected in consultation with the A.I.D. CTO, such as interactive radio in educational systems, the application of social marketing strategies and methods to public health objectives, and the innovative adaptation of development communication to support technology transfer in agriculture.

Each of the twenty issues to be produced during the life of the contract will consist of approximately sixteen pages and have a press run of eight thousand copies. Translation into French, Spanish and Arabic and a press run of two thousand copies in each language will be provided for one special compendium issue of approximately twenty pages each year. A core mailing list will be furnished by A.I.D. S&T/ED. Mailing costs will be borne by the Contractor.

Production of monographs, state of the art reviews, project profiles and special reports.

Project profiles. Produce and distribute a minimum of 50 brief "Project Profiles" through soliciting reports and materials from leading or innovative examples of development communication strategies, materials and evaluations worldwide.

Treatments should be interpretive, presenting underlying methods for successful strategies and materials, sometimes discussing a particular method or material in depth. Impact data should be included whenever possible. Recommendations for innovative formats and packaging for project profiles are particularly welcome.

Each project profile will be printed on two to four pages and will have a press run of 500 copies. Twice in the life of contract a compendium folio of twenty select project profiles will be issued in French, Spanish and Arabic; 500 copies in each language. A core mailing list will be provided by S&T/ED. Mailing costs will be borne by the Contractor.

Monographs, state of the art reviews and special reports.

Monographs are specially authored in-depth profiles of development communication projects or thematic applications. State of the art reviews are overviews of the development communication field from specific disciplinary or problem perspectives. Special reports are quick response summaries of development communication activities or impact.

The Contractor shall develop these materials in response to a specific A.I.D. CTO request or in close consultation with the A.I.D. CTO. For planning purposes, the Contractor shall plan to provide five monographs, five state of the art reviews and fifteen special reports during the life of contract. Monographs and state of the art reviews will average thirty pages each with a press run of 500 copies in English. Special reports will average twenty pages each with an average requirement of 50 copies in English for each.

Conduct of workshops and technical assistance missions to assist in adapting development communication materials and materials development strategies to local circumstances.

The Contractor shall conduct up to nine workshops or technical assistance missions for the purpose of assisting A.I.D. designated programs in adapting state of the art development communication materials and materials development strategies to local circumstances. An average of four consultant weeks for one workshop or technical assistance mission per year (except FY 88) should be budgeted.

Preparation of special materials for use in U.S.A.I.D. and LDC conferences and workshops.

As requested by the CTO, the Contractor will produce special materials for use in U.S.A.I.D. and LDC seminars, typically two-three per year. In response to specific requests for these services, the Contractor will prepare a cost estimate for the production, distribution and use of this material. Prior written approval of the CTO will be required before the Contractor proceeds with such work.

Store, repair and disseminate on a loan basis, approximately 100 films, videotapes and slide presentations produced under other A.I.D. communication projects. Normal office air-conditioning is sufficient for protection of these materials.

REPORT REQUIREMENTS

Semi-annual Report

The Contractor shall provide semi-annual progress reports describing major activities undertaken during the previous six months, summarizing project activities and experience to date, and summarizing major upcoming activities. Each report is to contain a self-contained Executive Summary suitable for distribution among key A.I.D. personnel and otherwise interested parties.

Reports will cover six-month intervals, and should be submitted to the CTO within thirty days of the completion of the six-month period. The CTO will be given one calendar week to review draft text of the Executive Summary before final printing. The full semi-annual report shall be submitted in three copies to the CTO, with one copy to the Contracting Officer. Up to five additional copies will be distributed directly by the Contractor to specific officers in A.I.D. and to other collaborating professionals directly involved with project activities as determined by the CTO.

### Other Reports

In addition to these major reports, the Contractor shall submit ten copies to the CTO of each of the following kinds of ongoing management reports:

- o A trip report for all international travel.
- o Proceedings for every workshop/seminar and a report for every technical assistance Mission.
- o A brief twice-yearly management report describing progress, problems, and upcoming decision and actions to be taken. This report will contain comparative analysis of targeted and actual resource allocation, cost and schedule, with projections and suggestions for corrective action if the expenditure rate varies significantly from projections.

### Final Report

The Contractor will provide a final project report outlining all major activities undertaken during the life of the project, level of effort, and costs associated. Ten copies of this final report shall be submitted to the CTO, with one copy to the Contracting Officer.

### Evaluation

A.I.D. recognizes that formal and informal evaluation is an effective tool for project management. A management review will be conducted by S&T/ED annually, and an intensive external evaluation is anticipated during FY 1990. This intensive evaluation will be conducted by independent experts and will include a detailed assessment of project organization, management, survey procedures and data as well as recommendations for project improvement. Its cost will be borne by the contract. A summative evaluation will be carried out in FY 1993. Its cost will also be borne by the contract.

CONTRACTOR WORKFORCE

Personnel proposed by the Contractor should meet or exceed the personnel requirements set forth below, which is the base level for measurement of skills requisite to perform under the resulting contract. The Contractor will retain responsibility for insuring maintenance of this skill base through the life of the contract. Any proposed changes to the personnel skill base will require the written consent of the Contracting Officer with concurrence of the CTO. Total level of effort, including staff and consultants, is estimated to be 244 person-months. This includes all effort required for add-ons.

PROJECT STAFFING:

It is anticipated that the following project staff will be needed to operate the Clearinghouse:

1. Director - responsible for overall operations of the Clearinghouse. Consults with the S&T/ED Project Monitor for Project-Monitor functions. Requires extensive experience and background in application of educational technologies for development purposes; librarianship (not necessarily an academic degree); sound journalistic and editorial skills; reading and speaking proficiency at AID/FS level 3 in Spanish or French; and personnel management.
2. Editor - reports to Director. Responsible for continued development and production of the quarterly "Development Communications Report." Lends editorial writing skills to other project-related reports, studies and analyses, as required. Extensive experience in editorial journalism, printing and document production; French or Spanish reading and speaking proficiency at AID/FS level 3.
3. Information Specialist - reports to the Director. Responsible for Clearinghouse day-to-day operations; background in Clearinghouse-related activities, familiarity with state of the art in communication technology applications.

4. Secretary - reports to Director. Responsible for Clearinghouse correspondence, filing, maintenance of mailing lists, and other duties as assigned.

#### Add-On Arrangements

This paragraph outlines briefly the steps which will be followed for processing add-ons for the Clearinghouse contract. The field operations under the Clearinghouse project will be funded through add-ons. Add-ons are to be provided by missions utilizing Project Implementation Orders for Technical Services (PIO/T), which will authorize funds from one of the mission's projects to be committed to the Clearinghouse contract. The PIO/Ts will be forwarded by U.S.A.I.D. missions to S&T/ED where they will be reviewed by the cognizant technical officer to ensure that the objectives of the PIO/T and the Clearinghouse contract are consistent. Once cleared by S&T/ED the PIO/T will be forwarded to the A.I.D. Office of Procurement (M/SER/OP). SER/OP will in turn request a cost and/or technical proposal, as appropriate, from the Clearinghouse contractor. All add-ons will be processed as orders to the contract.

For add-on activities, it is estimated that four person months over the period of the contract for short term technical assistance and related costs should be budgeted.

**APPENDIX III**  
**CONTACTS MADE**

Michael Laflin	IIR, Director
Janet Hayman	IIR, Consultant
Andre Roussel	IIR, Information Specialist
Earl F. McLetchie	IIR, Research Associate/Librarian
Kathleen Selvaggio	IIR, DCR Editor
James Hoxeng	Ed (S&T), Ass. Director Agency for International Development
Margaret Obe	University of Papua New Guinea Library Information Services
Elizabeth Cox	UNICEF - Save the Children Sydney, Australia
Joe Sukwianomb	South Pacific Alliance for Family Health Nuku'alofa, Tonga
Joe De Bianco	UNESCO - Australia
Louis Kuhn	U.S. A.I.D. Papua New Guinea
Elizabeth Morris Hughes	FAO Rome, Italy
Ron Bonner	Africa Bureau Agency for International Development
Robert Clay	Health Agency for International Development
Joe Carney	Bureau for Latin America/Caribbean Agency for International Development
Ron Grosz	Women In Development Agency for International Development
Betsy Brown	Population Agency for International Development
Gary Merritt	Bureau for Africa Agency for International Development
Judy Brace	Academy for Educational Development

## APPENDIX IV

## DOCUMENTS REVIEWED

<i>Information Packages/ Publications 1988-90</i>	Janet Hayden I.I.R. consultant
<i>CDC Information Services</i>	draft statement of purpose and services
<i>Sample acquisitions letter (Environmental Institute, United Kingdom)</i>	E.F. McLetchie, 12/24/90
<i>Shelf List</i>	Listing of document call numbers

CDC DOCUMENTS:

<i>Publications and Audiovisuals Catalogue</i>	Clearinghouse on Development Communications - 1990
<i>Management Information Systems</i>	Information Package - April 1990
<i>Development Communication &amp; Women</i>	Information Package - May 1990
<i>Integrated Development</i>	Project Profiles (21 profiles)
<i>Communication Digest</i>	Disk production in progress
<i>Marketing Iodized Salt</i>	Project Profiles Sample (produced under AED contract)

CORRESPONDENCE:

<i>Future Clearinghouse Publications</i>	Janet Hayman to CDC staff 10/11/90
<i>Request to Amend Contract</i>	Michael Laflin to Christopher Byrne, 12/14/90
<i>Kenya File</i>	Information Requests 1990
<i>Latin America Folder</i>	Information Requests 1990
<i>Oceania Folder</i>	Information Requests 1990
<i>1991 Production Plan</i>	In-house Planning Document December 1990

AGREEMENTS:

<i>U.S. AID contract with the Institute for International Research</i>	Contract No: DHR-5831-Z-00-8028 U.S. A.I.D.
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**REPORTS:**

<i>Clearinghouse on Development Communications: 4th Semi-Annual Report</i>	Institute for International Research August 1990
<i>Clearinghouse on Development Communications: 3rd Semi-Annual Report</i>	Institute for International Research February 1990
<i>Clearinghouse on Development Communications: 2nd Semi-Annual Report</i>	Institute for International Research August 1989
<i>Clearinghouse on Development Communications: 1st Semi-Annual Report</i>	Institute for International Research February 1989
<i>Development Through The Sustainable Use of Renewable Natural Resources: Proceedings of Workshop of June 1989</i>	Institute for International Research June 1989

**CDC MATERIALS:****INFORMATION PACKAGES**

*Development Communications & Women* Clearinghouse on Development Communication

*Management Information Systems* Clearinghouse on Development Communication - 3/90

**BIBLIOGRAPHIES**

*A Bibliography on Distance Education* Clearinghouse on Development Communication - 1989

**NEWSLETTERS**

<i>Development Communication Report</i>	1988/4, No. 63
<i>Development Communication Report</i>	1989/4, Supplement
<i>Development Communication Report</i>	1989/1, No. 64
<i>Development Communication Report</i>	1989/1, Supplement
<i>Development Communication Report</i>	1989/2, No. 65
<i>Development Communication Report</i>	1989/3, No. 66
<i>Development Communication Report</i>	1989/4, No. 67
<i>Development Communication Report</i>	1990/1, No. 68
<i>Development Communication Report</i>	1990/2, No. 69
<i>Development Communication Report</i>	1990/3, No. 70

**APPENDIX V: COMPONENTS OF INITIAL NETWORK SYSTEM**

<b>FILE SERVER:</b>			
ALR Power VEISA 101	1	\$2,995.00	\$2,995.00
CPU 80386-33 MHz			
Cache Memory Module 64K	1	600.00	600.00
RAM Memory 1 MB			
676 MB hard drive	1	3,795.00	3,795.00
Floppy drive 3.5", 1.44 MB			
Floppy drive 5.25", 1.2 MB	1	149.00	149.00
4 MB RAM memory module	1	495.00	495.00
101 Style Keyboard			
One serial/one parallel			
Two serial/one parallel board	1	98.00	98.00
Tape Backup 150/250	1	1,630.00	1,630.00
Worm drive 940 Mb w/SCSI I/F	1	4,050.00	4,050.00
<b>SCANNER &amp; FAX/ MODEM SYSTEM:</b>			
ScanJet Plus Scanner	1	1,595.00	1,595.00
Document Feeder for Scanner	1	595.00	595.00
I/F Kit w/software for Scanner	1	595.00	595.00
FAX/Modem board	7	499.00	3,493.00
<b>COMPUTER DIAL-IN STATIONS:</b>			
ALR Powerflex Model 1	6	995.00	5,970.00
CPU 80286-12.5 Hz			
RAM Memory 1 MB			
Floppy drive 3.5", 1.44 MB			
101 Style Keyboard			
20 Mb Hard drives	6	289.00	1,734.00
<b>SCANNING &amp; DIAL-IN STATION:</b>			
ALR Powerflex Model 1	1	1,195.00	1,195.00
CPU 80286-12.5 Hz			
RAM Memory 2 MB			
Floppy drive 3.5", 1.44 MB			
101 Style Keyboard			
80 Mb Hard drives (19ms)	1	895.00	895.00
<b>MONITORS &amp; GRAPHICS CARDS:</b>			
Hercules graphics board	7	79.00	553.00
Hercules amber monitor 12"	7	159.00	1,113.00
VGA graphics board	1	295.00	295.00
VGA white mono monitor	1	295.00	295.00
<b>NETWORK ITEMS:</b>			
Ethernet cards 8 bit (coax)	7	\$289.00	\$2,023.00
Ethernet cards 16 bit	1	549.00	549.00
Cable and Connectors	8	175.00	1,400.00
Surge Protection	8	79.00	632.00
UPS 600 Watts	1	1,195.00	1,195.00
<b>SOFTWARE:</b>			
ALR DOS, Version 4.01	8	140.00	1,120.00
NOVELL Advanced NETWARE V2.15	1	3,295.00	3,295.00
Xnet document software V3.1	1	4,950.00	4,950.00
ccMail software LAN pack	1	695.00	695.00
SCSI software for Novell 286	1	595.00	595.00
<b>SERVICES:</b>			
Computer Configuration and Testing	8	50.00	400.00
Install and test network boards	8	10.00	80.00
Novell software installation	1	750.00	750.00
(load shell, users and scripts)			
Application Programming (40 hrs.)	1	2,000.00	2,000.00
System Administration training	3hrs.	50.00	150.00
Application training (1 day)	1	500.00	500.00
		<b>SUB TOTAL:</b>	<b>\$52,474.00</b>
		<b>SYSTEM PRICE:</b>	<b>\$44,602.90 46</b>