

- PD-ABS-877 ism 91755

AID 1380-1 (10-79) P/O/T PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country N/A	Page 1 of 1 Pages
		2. P/O/T No. 634-2265	3. <input checked="" type="checkbox"/> Original or Amendment No.
		4. Project/Activity No. and Title 940-0001, PD&S - Role of Private Enterprise in Third World Development Training Project	
	DISTRIBUTION		

5. Appropriation Symbol 72-1161021.6	6. Allotment Symbol and Charge (646-34-099-00-61-61) PDAA-86-13480-DG-61
7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Implementing Document	8. Project Assistance Completion Date (Mo., Day, Yr.) December 31, 1986
9. Authorized Agent AID/W	10. This P/O/T is in full conformance with PRO/AG N/A Date
11a. Type of Action and Governing AID Handbook <input checked="" type="checkbox"/> AID Contract (HB 14) <input type="checkbox"/> PASA/RSSA (HB 12) <input type="checkbox"/> AID Grant (HB 13) <input type="checkbox"/> Other	11b. Contract/Grant/PASA/RSSA Reference Number (if this is an Amendment) OTR-0000-I-00-4056

12. Estimated Financing (A detailed budget in support of column (2) is attached as attachment no. _____)

Maximum AID Financing	A. Dollars	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
					150,000
	B. U.S. Owned Local Currency				

13. Mission Reference

14a. Instructions to Authorized Agent

M/SER/OP/W is requested to negotiate an IQC Work Order with Management Analysis Center, Inc./First Washington Associates to assist PRE/PD design a new training course project, i.e. Role of Private Enterprise in Third World Development Training Project.

Estimated starting date is August 30, 1986. Estimated completion date is December 31, 1986.

14b. Address of Voucher Paying Office

AID/W

15. Clearances—Include typed name, office symbol, telephone number and date for all clearances.

A. The project officer certifies that the specifications in the statement of work are technically adequate Charles J. Patalive, PRE/PR Date 8/11/86	Phone No. X7-5806 Date 8/11/86	B. The statements of work are within the scope of the initiating and supporting programs PRE/PR, Carolyn F. Weiskirch Date 8-14-86
C. Funds for the services requested are available John Gelb, PRE/PR Russell Anderson, PRE/PR Date 8/11/86	FUNDS RESERVED BY EM/PAD, Viola Steward Date 8/15/86	

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to

Signature _____ Date _____

17. For the Agency for International Development

POSTED

Signature _____ Date 8-14-86

Title Charles L. Gladson
 A-Assistant Administrator, PRE

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON D C 20523

AUG 14 1986

MEMORANDUM

TO: SER/OP/W/CO: Jean Hacken
FROM: PRE/PD, Russell D. Anderson
SUBJECT: Request and recommendations for Issuance of Work Order and Approval for Use of External Resources for Consulting Services

A. Request

1. I recommend that you negotiate a Work Order under Indefinite Quantity (IQ) No. OTR-0000-I-00-4056-00 with Management Analysis Center, Inc. / First Washington Group for the services described in the attached PIO/T.

2. This is an AID/W funded PIO/T. The AID/W project manager who will administratively approve contractor voucher requests for payment is Charles J. Patalive, PRE/PD.

3. Informal contacts indicate that the contractor will propose the following individual as principal:

Donald Shay

4. The person in this office to be contacted concerning this request is Charles J. Patalive, Room 3208, telephone 647/5806.

B. Requiring Officer Certification

1. The required work is not a fragmentation of a known long-term requirement for the services of the recommended contractor.

2. No AID employee or other individual resources, such as experts and consultants or personal services contractors, are available on a timely basis which can properly be used to perform the required work. Documentation supporting this certification is available in the requesting office files.

3. No AID employee has suggested to the recommended contractor that the placement of an order is conditioned upon the contractor's utilization of an individual or individuals not initially located and identified by the contractor.

C. Justification and Approval for use of External Sources for Consulting Services

1. Justification

(a) Need and Utilization

The proposed contractor helped design the Role of Private Enterprise in Development training program designed and currently being given to AID direct hire employees. Those services were provided under the IQC in 1984. We are now requesting the contractor to significantly redesign the course to give it to host country officials and private sector persons over a five-year period. The contractor will also assist PRE/PD with preparing the necessary Project Paper to support this project.

(b) Review of Prior Work

The contractor will review the evaluations of the current course presently being given to AID direct hire employees. That course is in itself a pilot course.

(c) In-House Capability

The qualifications required for carrying out this assignment include:

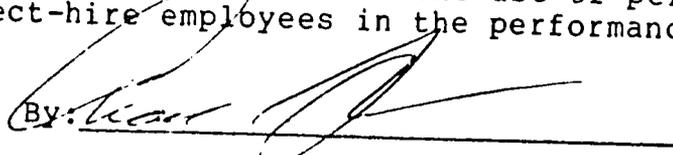
- Experience in designing training course materials, particularly those with curriculums involving private enterprise activities; experience in private sector activities; experience in assisting drafting AID PPs; and appropriate language skills.
- Availability to devote continuous required time to complete the assignment in a timely and cost-effective way that would not be possible for direct-hire staff give the time limits and lack of the appropriate mix of skills.

The subject IQC contractor is able to provide a team which meets all of these requirements. These individuals will be able to accomplish the assignment in a timely and

cost-effective way that would not be possible for direct-hire staff, given time limitations and lack of appropriate mix of the necessary skills.

2. Approval

I hereby approve the requested work and the use of persons other than AID direct-hire employees in the performance of the work.

By:  _____

Typed Name: Charles Gladson

Title: Acting Assistant Administrator
Bureau for Private Enterprise

Date: 5-15-76

Project Purpose

The purpose of this project is to support the Agency's efforts to create a critical mass of influential business people, public sector and development officials in key third world countries who are committed to the increased use of the private sector to achieve major economic development goals. It will/accomplish this purpose by developing and delivering management seminars in third world countries and by developing a support and follow-up system for participants.

This training project is designed to modify the attitudes and behavior of key decision makers in developing countries. The recommended participant mix (discussed in Section IV below) will allow AID to assemble for each seminar representatives from the key power groups in each region. While the majority of the participants will be private and public sector representatives from third world countries, key decision makers from the AID community, the multi-lateral and bilateral development community, and PVO's will also participate in each seminar. In addition, it is proposed that local representatives of U.S. companies operating in each region will be invited to attend as a way of helping them to gain a better understanding of the development issues facing American businesses in developing countries. This participant mix will give key members of the private and public sector an opportunity to collaborate in the development of analysis and solutions to the types of problems facing their economies.

It is anticipated that by exploring problems and their solutions together, all of the participants will develop a much greater appreciation of the needs, interests, and problems of the other participants.

Background

During the five years that have passed since the Administrator launched the Private Enterprise Initiative and the PRE Bureau was created, it is clear that one of the constraints that has hindered successful implementation of the Initiative is that AID has had difficulty developing a program to help local LDC business people understand their own objectives and constraints. For example, AID is required by law to gain host government approval of most projects. Few local business people assume that this type of government "interface" is necessary for private sector projects. It is essential that both the Agency and the business community of the developing world develop a two way street of communication and understanding.

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This new project proposes to address this constraint. It will help the Agency to develop a critical mass of key third world decision makers who are committed to the use of the private sector as the main engine for economic development in their countries and have a better understanding of how AID's development program can enhance this process. Finally, it will both strengthen local private sector communities and organizations and also increase the number of business people in the developing world who have a better understanding of AID's role in private sector focused economic development efforts.

The key objectives of the proposed course are to:

Expose host country nationals, AID personnel and other development institution decision makers to the power of the private sector as an engine for rapid economic growth and development in Third World Countries,

Expose private sector business people to the needs and motivation of development and public sector officials, and

Encourage and facilitate increased and more effective reliance on the private sector in development activities.

Article I - Title

The Role of Private Enterprise in Development Training Project.

Article II - Purpose

The purpose is to assist PRE/PD design a five-year training project for host country officials and private sector persons and incorporate the results in a PRE Project Paper-Like document.

Article III - Scope of Work

A. General

The Contractor will design and develop (including training materials) a two-week training course on the role of Private Enterprise in Development for approximately 30 to 35 students. The course, to be given 20 to 30 times over a five-year period, will be given in selected LDCs primarily to key senior level host country government officials and influential private sector persons. Space permitting, attendees may also include resident employees of multilateral financial and donor institutions and a few selected AID employees as observers. The course will be designed in such a manner to impart an effective understanding in the following areas: 1.) The creation, operation and management of business; 2.) The evaluation of existing and potential businesses and investment opportunities; 3.) The impact of government regulations on private businesses; and 4.) The integration of business and development resources.

B. Specific Duties

The work to be carried out by the contractor is twofold: the first is the design and development of the detailed training course, and the second is the preparation of a PRE Project Paper-Like document, hereinafter referred to as the PP, which presents, among other subjects, the rationale, decisions and alternatives considered and justifies the final course design factors. The PP shall be prepared following the applicable sections of AID Handbook 3, Chapter III, as modified herein. Work on the two, i.e., course design and development, and the PP preparation, shall be accomplished concurrently.

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1. The contractor shall recommend, with adequate justification, target countries and/or geographic regions where the course should be given in order to maximize its impact. Target countries shall include only those receiving AID assistance. The list of targets shall be broken out by those countries/regions where the contractor recommends that course be given during the first year of implementation and a separate list of the remaining countries for the duration of the proposed project.
2. The contractor will design and develop a basic or core detailed course outline and curriculum for the training course, including a full description of all subjects to be covered, time allocations for the various topics, case studies and exercises to be used, proposed reading as well as audio/visual and other relevant training materials. The curriculum and all materials should be modified or tailored as appropriate to the target areas' requirements. It is anticipated that target areas will include Francophone West Africa countries and Spanish speaking countries in the LAC region. Therefore, for these areas, all applicable course materials and instructional materials discussed in paragraph 3 below, shall be prepared in either French or Spanish as appropriate. Material for other target areas shall be prepared in English. The contractor shall have access to appropriate, unclassified AID documents in order to prepare the necessary materials and justify his selection of target geographic areas.
3. The contractor will develop general instructional materials for each training module. This may encompass one or more of the following: a.) Descriptions of the importance and relevance of the suggested topic, b.) Brief instructor orientation write-ups, and c.) Overviews of supplemental materials such as bibliographies and additional exercises.
4. The contractor shall recommend, with adequate justification, the optimal student class mix from the target group, e.g., government officials versus private sector persons.
5. For each of the target countries where the contractor is recommending the training program be given the first year, the contractor shall discuss in the PP the current AID strategy with respect to the development of the host country's private sector and how this training program supports the strategy. If the target is a region, the discussion shall be made for each of the target countries within the region.

6. For each of the first-year target countries, (or regions), the contractor shall provide in the PP a brief analysis of the economy, and the private sector, the private sector's contribution to the economic development of the country, and major impediments for its growth.

7. For each of the first year target countries, (or regions), the contractor shall provide in the PP a brief socio/cultural profile.

8. For each of the first year target countries, (or regions), the contractor shall list and discuss in the PP those private sector business organizations, associations, leagues, chambers of commerce, etc., which could provide a vehicle for follow up or course reinforcement activities.

9. The contractor shall prepare a detailed cost analysis of the training project, including break out of dollar costs and local currency costs. The analysis should include costs for final course development, materials, instructors, travel, evaluation, audio-visuals, management, support and overhead as well as inflation and contingencies. The analysis should include a disbursement schedule over the life of the five-year project. The contractor should discuss least cost alternatives for major cost categories.

10. The contractor shall design a two part evaluation program for the project. The first is a continuing evaluation process in which the contractor administering the course will self-evaluate each module of each course in order to revise and improve the course curriculum on a continuing basis as necessary. The second part of the program will be two major evaluations, one mid-way through the project and the other at the conclusion of the project. These evaluations shall be carried out by AID personnel and/or disinterested contractors and will determine the overall effectiveness of the training project. The contractor shall determine if collection of baseline data is now required and if its collection is feasible. If collection of baseline data is required and feasible, the contractor shall design a program and prepare a scope of work for its collection. The contractor shall prepare a scope of work for the mid-term and final evaluations for inclusion in the PP.

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11. The contractor shall prepare for inclusion in the PP a detailed scope of work for a disinterested second contractor to manage and administer the five-year training program. It is envisioned that this second contractor would be responsible for the "rolling design" of the course, modifying the curriculum, course materials and instructional materials as conditions and specific target countries needs and conditions warrant. Included shall be the contractor's recommendations for contracting mode, types of instructors, as well as a list of qualified 8(a) firms which could accomplish the project.

Article IV - Reports

The products from this effort will be the PRE Project Paper-Like document as well as detailed course outline and curriculum, a schedule for each element of the presentation, and, in one copy of each language, French, Spanish and English, a set of course materials, including case studies, student study materials, and instructional materials.

The contractor shall provide drafts of all materials to PRE/PD in six hard copies and one disk formatted on Wang PC Word Processor or Wang OIS for comment. Twelve hard copies and one Wang disk of the final product shall be submitted to PRE/PD 30 days after receipt by the contractor of AID's comments on the drafts.

Article V - Relationships and Responsibilities

It is anticipated that this project will be developed on an interactive basis between the contractor and PRE/PD involving a series of meetings. The AID Technical Officer shall be Russell Anderson, Director of Project Development, PRE, Room 3208 NS, telephone 647-5806.

Article VI - Term of Performance

The desired starting date is August 30, 1986 and the desired completion date is 120 days from commencement. A seven day work week is authorized during periods of travel.

ARTICLE VII - AID Budget

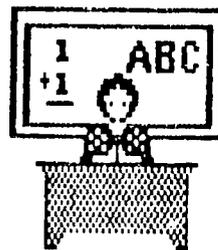
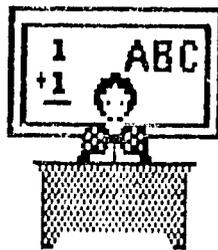
Direct Salaries <u>1/</u>	172 days @ \$226	\$ 38,000
Overhead		\$ 91,000
Other Direct Costs		\$ 6,000
Travel <u>2/</u>	5 trips @ \$3,000	<u>\$ 15,000</u>
Total Estimated Costs		\$150,000

1/ Salaries - based on an average per day cost of consultants.
- contractor to propose mix of staff.

2/ Travel - based on at least one trip per geographical region, with the possibility of a second trip to one region.

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Role of Private Enterprise in Development Training Project



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by PRE/PD