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UNCLASSIFIED

ZAMBIA

Overseas Education Fund Proposal  
for project 611-0202

Training for Women in Development

July 1979

UNCLASSIFIED

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT PAPER FACESHEET

1. TRANSACTION CODE

A ADD  
 C CHANGE  
 D DELETE

PP

2. DOCUMENT CODE  
3

3. COUNTRY/ENTITY

Zambia/OFF (OPG)

4. DOCUMENT REVISION NUMBER

5. PROJECT NUMBER (7 digits)

611-0202

6. BUREAU/OFFICE

A. SYMBOL B. CODE  
AFR

7. PROJECT TITLE (Maximum 40 characters)

Training for Women in Development

8. ESTIMATED FY OF PROJECT COMPLETION

FY  8  1

9. ESTIMATED DATE OF OBLIGATION

A. INITIAL FY  7  9 B. QUARTER   
 C. FINAL FY   (Enter 1, 2, 3, or 4)

10. ESTIMATED COSTS (\$000 OR EQUIVALENT \$1 - )

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. TOTAL	E. FX	F. L/C	G. TOTAL
AID APPROPRIATED TOTAL						
(GRANT)	( 324.0 )	( )	( )	( 324.0 )	( )	( 324.0 )
(LOAN)	( )	( )	( )	( )	( )	( )
OTHER U.S.						
1.						
2.						
HOST COUNTRY	102.0			102.0		102.0
OTHER DONOR(S) OEF(PVO)	29.0			29.0		29.0
TOTALS	455.0			455.0		455.0

11. PROPOSED BUDGET APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. 1ST FY <u>79</u>		H. 2ND FY		K. 3RD FY	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	I. GRANT	J. LOAN	L. GRANT	M. LOAN
(1) EHR				324.0					
(2)									
(3)									
(4)									
TOTALS				324.0					

A. APPROPRIATION	N. 4TH FY		O. 5TH FY		LIFE OF PROJECT		12. IN-DEPTH EVAL. SCHEDULED
	D. GRANT	P. LOAN	R. GRANT	S. LOAN	T. GRANT	U. LOAN	
(1)					324.0		MM YY <input type="checkbox"/> 0 <input type="checkbox"/> 2 <input type="checkbox"/> 8 <input type="checkbox"/> 1
(2)							
(3)							
(4)							
TOTALS						324.0	

13. DATA CHANGE INDICATOR. WERE CHANGES MADE IN THE PID FACESHEET DATA, BLOCKS 12, 13, 14, OR 15 OR IN PRP FACESHEET DATA, BLOCK 12? IF YES, ATTACH CHANGED PID FACESHEET.

1 = NO  
 2 = YES

14. ORIGINATING OFFICE CLEARANCE

SIGNATURE

*Vivian L. C. Anderson*

TITLE

Vivian L. C. Anderson  
 Deputy Director, AFR/SA

DATE SIGNED

MM DD YY  
 00 17 16 79

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

MM DD YY

JUL 20 1979

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR  
FOR AFRICA

FROM: AFR/DR, <sup>JW Koehring</sup>~~John W. Koehring~~

SUBJECT: A Proposal by the Overseas Education Fund to Train  
Women in Development in Zambia

Problem: Your approval is required for a \$324,000 Operational Program Grant (OPG), using Education and Human Resources Funds, to assist in the financing of the subject Private Volunteer Organization (PVO) to provide technical advisory training to social development organizations in Zambia, particularly to rural low income women. You are also requested to approve the procurement source and origin waivers for one non-U.S., right-drive vehicle, justification for which is contained in the proposal (pages 19 and 36).

The Initial Environmental Examination (IEE) concluded that because the Project deals exclusively with advisory consultations and with instructional training of people, having no significant impact on their physical environment, a negative determination is appropriate which you are also requested to approve.

Discussion: For many years, the role of women in the development process and the productive contributions made to it by women has not received appropriate attention. More recently, however, many international organizations have begun to address means of fully incorporating the talents and skills of women in the development process. The Government of Zambia, consistent with the impetus provided by the United Nations' Decade for Women (1975-85), has responded to this need by forming a Women's Council to formulate an action program which addresses educational, social, economic, cultural, legal and security aspects of development problems as they pertain to Zambian women. Since the Government of Zambia recognizes that it alone cannot address all of these problems, the Zambia Council for Social Development (ZCSD) was formed in 1974 to coordinate and assist the efforts of the many non-governmental voluntary organizations in Zambia. The ZCSD has now requested AID assistance through an operational program grant (OPG) to the Overseas Education Fund (OEF) of the League of Women Voters. The purpose of this project is to increase the organizational capacity of ZCSD which will enable them to provide improved and expanded services (through approximately 44 member organizations) to low-income earners, particularly women, throughout Zambia.

This two-year project, as presently proposed, will enable OEF to provide the ZCSD with technical assistance needed to strengthen the organizational structure and programs of at least 15 of the 44 member organizations. The OEF technical advisors and a ZCSD counterpart will provide assistance to these organizations through advisory consultation and training in the following areas:

1. Organizational management techniques.
2. Program development, implementation, evaluation, and financing.
3. Motivation, recruitment, training.
4. Pooling of organizational resources.
5. Integration of women in development.

This project is expected to provide the ZCSD with the institutional capacity to assess the needs of its member organizations in management training as well as strengthen its capability to design and implement projects to benefit the poor and women served by its member organizations.

The project proposal submitted by the OEF (Attachment 4), with a total funding level of \$324,000 to cover the initial two-year life-of-project, was reviewed and approval was recommended by the Project Review Committee. (The OEF and ZCSD have also tentatively indicated that funding for an additional 1 to 2 years may be requested later so that the training and technical assistance provided to 15 organizations during the initial two years can be extended to the other 29 remaining organizations in ZCSD).

The \$102,000 in-kind contribution of the Host Government, plus the contribution of the PVO, (conservatively estimated at \$29,000) is in excess of the required 25% contribution from non-AID sources. (Note that the Budget included in the Proposal has been revised by AID and is shown as Attachment 5).

A Congressional Notification advising Congress of this program change was forwarded on June 25, 1979 and the 15-day waiting period expired on July 9, 1979.

The responsible AID officer in Zambia will be the program officer in Zambia. The AID/W backstop officer will be Arthur V. Patrick, AFR/DR/SA.

Recommendation: That you sign the attached IEE approval and the PAF II, containing the vehicle waiver, thereby authorizing the proposed project.

Attachments:

1. IEE
2. PAF II
3. PP Facesheet
4. OEF Proposal
5. Revised Budgets
6. Congressional Notification

Clearances:

AFR/DR/SA:WWolff W.W.  
GC/AFR:AMWilliams E.A. Williams  
AFR/DP:CWard C.Ward  
AFR/SA:VAnderson (draft) V.A.  
AFR/SA:LPompa (draft) L.P.  
PPC/PVC:CDParker (draft) C.D.  
SER/COM:BViragh (phone) B.V.  
AFR/DR:NCohen N.C.

AFR/DR/SA:AVPatrick:bks:07/17/79:X28818 A.V.P.



## INITIAL ENVIRONMENTAL EXAMINATION

### "Training for Women in Development" (in Zambia)

This Project is designed primarily to assist the Government of Zambia, through its Council for Social Development (CSD) in counselling and training the many thousands of members in 44 public and private social organizations. The focus will be upon improving the communicative, organizational and motivational capabilities and effectiveness of the parent, CSD, organization, who in turn will reach out to the many community organization members and teach and train grass-roots individuals about improving their respective organizational functions, self-help development projects, crafts, skills, activities, etc.

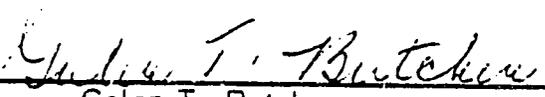
This will be done with the assistance of professional advisors by means of workshops, study groups, seminars, conferences and similar training programs. The nature of this type of technical advisory consultations and training will have little or no direct nor indirect effect on the physical environment of the many locations where the training activities will take place, throughout rural Zambia. The change to be effected by the Project will be seen more in improved social activities than in any physical or geographic environmental alterations.

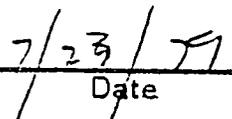
The conclusion is that the Project will not have any significant effect on the physical environment, therefore a negative environmental determination is appropriate and recommended. The program does not include any provision for, nor use of, pesticides of any kind.

AFR/DR/SA:AVPatrick *A.P.*



A.I.D. Geographic Code 935 (Special Free World) and in the Cooperating Country. Exclusion of procurement from free world sources other than the Cooperating Country and countries included in Code 941 would seriously impede attainment of U.S. foreign policy objectives and objectives of the foreign assistance program. I conclude that special circumstances exist to waive the requirements of Section 636(i) of the FAA.

  
\_\_\_\_\_  
Goler T. Butcher  
Assistant Administrator for Africa

  
\_\_\_\_\_  
Date

PROFOSAL TO  
THE US AGENCY FOR INTERNATIONAL DEVELOPMENT

From  
THE OVERSEAS EDUCATION FUND OF THE LEAGUE OF WOMEN VOTERS

For

AN OPERATIONAL PROGRAM GRANT

To

PROVIDE OEF TECHNICAL ADVISORY SERVICES  
TO THE ZAMBIA COUNCIL FOR SOCIAL DEVELOPMENT

Overseas Education Fund  
2101 L Street, N.W., Suite 916  
Washington, D.C. 20037

REV. March 1979

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PROPOSAL FOR OEF TECHNICAL ADVISORY SERVICES  
TO THE ZAMBIA COUNCIL FOR SOCIAL DEVELOPMENT

"In a time of grave economic recession and hardship the Zambia Council for Social Development and its member organizations are called upon to redouble their effort to alleviate the suffering of the poor, the hungry, the sick, the dispossessed and the unemployed, and to work for the improvement of the quality of self-reliant and self-respecting communities. The task before us is daunting, but on the basis of my experience as Chairman of this Council during the first formative years of its existence, I am encouraged to believe that we are capable of facing up to the challenge, and it is my earnest prayer that we shall succeed in doing so."

S. N. Chiwila, Chairman

Concluding statement of  
Chairman's Report 1977,  
Zambia Council for Social  
Development

I. PROJECT PURPOSE AND DESCRIPTION

In response to a request from Zambian women, the Overseas Education Fund of the League of Women Voters (OEF) proposes to increase the organizational capacity of the Zambia Council for Social Development (ZCSD) and its 44 members so that these organizations can provide improved and expanded services to low income people, particularly women, throughout Zambia.

OEF, during the 24 months of this project, will focus its technical assistance on strengthening the organizational structure and programs of 15 member organizations. The OEF technical advisor and a ZCSD counterpart will provide assistance by consulting with and training the organizations on:

- a. organizational management techniques
- b. program development, implementation, evaluation and financing
- c. motivation, recruitment, training, and optimum involvement of staff and volunteers in the organizations' programs

- d. pooling of organizational resources
- e. integration of women in development

A condition for providing these services to any voluntary organization shall be that a significant part of its program content shall be devoted to the role of women in social and economic development.

The project will be carried out in cooperation with the Government of Zambia and UN agencies, including the UN Economic Commission for Africa's Women's Training and Research Center. (See Appendix A).

The following results can be expected to be achieved by termination of this project:

- a. an institutional capacity within the ZCSD:
  - 1) to conduct needs assessments of its member organizations;
  - 2) to provide management training on a continuing basis to its member organizations;
  - 3) to assist member organizations in the design and implementation of projects benefitting the poor and involving women.
- b. ZCSD and its 44 member organizations will have received basic training in the following areas: organization development, human resource development, program development, women in development and communications (approximately 500 trainees).
- c. 15 comprehensive needs assessments completed with ZCSD member organizations
- d. 15 member organizations will have received management skills training, as well as training in project design and implementation techniques (average of 20 key members trained from each organization)
- e. 15,000 beneficiaries of these organizations' programs, particularly low-income women, will have received improved services.
- f. 150 women will have assumed greater leadership roles in member organizations of ZCSD by being more involved as officers, planners, implementors, and evaluators of programs and management.

Realizing that sufficient current information is lacking, these numerical estimates are subject to verification and revision based on an in-depth analysis and needs assessment by the OEF technical advisor during the first six months of the project.

(During the first 24 months only 15 member organizations will receive extensive training and consultation in organizational management and programming areas. The OEF and ZCSD foresee an extension of AID funding for 1-2 additional years to complete the technical assistance required by member organizations.)

## II. PROJECT BACKGROUND

### A. The Problem

For some years, in many parts of the world, there has been a growing awareness of the need to focus development assistance more directly on the poorest majority -- and, concurrently, to more directly involve the ultimate recipients of this assistance in the planning of and participation in development projects. This has been especially true in regard to women, since, in the past, most development efforts have been directed toward men, overlooking the productive role women can and should play in the development process.

Internationally, and within many countries, the United Nations Decade for Women has occasioned more careful consideration than ever before of the problems of women and how these problems may be resolved. In Zambia, the Government responded to this impetus by forming a Women's Council to draw up a Programme of Action for the Decade (1975-1985). This Programme of Action addresses educational, economic (including employment), health, cultural, social, legal and security aspects of development, as they pertain to Zambian women. It presents the problems that exist for women in each aspect of development and recommends solutions to these problems through specific training and project implementation. This Programme of Action indicates how Zambian women define their needs and will plan projects to increase opportunities for their full participation in Zambian national development. This project will assist in the implementation of the Programme of Action.

It is widely recognized that national development cannot be left to the efforts of Government alone. One viable complement to Government agencies is the potential of and work being done by non-governmental voluntary organizations. To assist the many voluntary organizations which already existed in Zambia, and to coordinate their efforts, the Zambia Council for Social Development was formed in 1974.

Among its activities, the Council, in a seminar on "Problems of Financing Voluntary Work in Zambia" (August 1977), formulated conclusions identifying the major problems of its member organizations and recommendations on how to resolve them. These recommendations dealt primarily with reducing the costs of assistance by enlisting the aid of more volunteers and pooling resources, and increasing organizations' revenues by developing more viable programs and employing more effective fund-raising techniques.

Recognizing that outside technical assistance would be of great value in helping its member organizations to achieve these objectives, the Council, with the support of the Ministry of Economic and Technical Cooperation, requested the OEF to work with it in advising its members and to develop this competence within the Council itself. (See Appendix B.) This proposed project will allow OEF to share its knowledge gained in working with women in development in other parts of the world with voluntary organizations in Zambia, in cooperation with the ZCSD.

B. ZCSD Capability

The Zambia Council for Social Development was created in 1974 to coordinate the work of all social development agencies at the national and local levels. It serves 44 member organizations and a number of individual members (See Membership List; Appendix C).

The ZCSD provides the following services to its member agencies:

- a. a training and advisory service in organizational administration and financial control.
- b. practical research resulting in self-help community development projects, including cooperative housing, marketing and promotion of indigenous crafts, income generation, literacy, nutrition, job training, small business development, credit unions, market cooperatives, and community activities.
- c. workshops to increase the dissemination of information and provide training to promoters of development programs, in subjects such as fund-raising, proposal writing, project design and evaluation.
- d. an information center and clearing house for community workers and voluntary organizations bringing together local, national, and international agencies' training programs for development workers.

- e. a self-help assistance fund to promote community self-reliance by grants to small development projects.

Representatives of a number of Zambian organizations, supported by the Minister of State for Economic and Technical Cooperation, the Honorable Lily Monze, M.P., nominated the ZCSD as the counterpart to OEF. The Government of Zambia has continually supported this project. (See Appendices D and E).

The ZCSD has within its membership five women's organizations -- Young Women's Christian Association, National Association of Business and Professional Women's Clubs, Zambia Association of Womens' Institutes, Catholic Women's League, and the Girl Guides Association.

Most member organizations have adopted a community development approach to their work, which means that their programs include women and children as well as men.

### C. OEF Capability

For thirty years, the OEF has worked with and through local counterpart organizations in developing countries to integrate a larger number of women into the economic and social mainstream of their societies.

This background has resulted in OEF's understanding of the needs, capabilities, and cultural restrictions of women. OEF recognizes the desire of women to play a more active role in determining their own futures and those of their families. We are particularly aware of the importance of involving women themselves in defining their own needs and planning for ways of meeting these needs. We believe that governments, whether in the U.S. or elsewhere, cannot and should not provide all services needed by society and that there is a crucial role for effective contributions by voluntary groups.

OEF emphasizes assistance to established organizations as they assure dissemination and continuity of the effects of our services. We have worked with organizations in almost every country in Latin America including assisting the development of local volunteer coordinating organizations in Bolivia, Costa Rica, Colombia, Ecuador, Paraguay, and Peru. (The end of project evaluation by AID in December 1976 underscores OEF's success in developing voluntary organizations in Latin America.)

To strengthen the capabilities of existing organizations to solve fundamental social problems within the framework of their own culture, we provide technical assistance in organizational skills through on-site advisory and training services and support self-help programs designed to upgrade the living conditions of the poorly nourished, ill-housed, unhealthy, and under-educated.

In Asia, OEF has provided consultation and training to women's groups in Indonesia, Malaysia, and Korea over a six-year period. During 1977, an OEF field consultant assisted the National Council of Women of Thailand (NCWT) to conduct a six-month survey of the status of rural women. She also lead a workshop on organizational planning for the newly-elected NCWT Board of Directors.

Not only has OEF developed the organizational effectiveness and self-sufficiency of these groups, but we have also worked to bring about attitudinal and behavioral changes within these organizations, which traditionally have had paternalistic relationships with beneficiaries. One important result of such attitudinal changes is that the organizations now undertake projects that include the poor among the planners and decision-makers, thus increasing their ability to resolve their own problems and manage their own lives.

In addition to providing on-site assistance, OEF has arranged intensive seminars in the U.S. for volunteer leaders from Latin America and Asia, and has planned U.S. speaking tours of Asian women to promote a better understanding of the roles of women in those developing countries. OEF's Program Developers explore Africa, Latin America, and Asia to keep abreast of development activities -- primarily as they pertain to women -- and maintain a dialogue with national and local officials and agencies, as well as with other international organizations, to determine where OEF assistance is most relevant and feasible.

Since OEF itself has no membership, it depends heavily on a concerned corps of volunteers who serve in policy-making positions as Trustees and a 22-member Board of Directors, complementing activities of the permanent headquarters staff. OEF volunteers serve on several standing and appointed committees, bringing together expertise in international relations, research, education, economics, community development, volunteer organization, and fund-raising.

OEF is a private, voluntary organization established by, but independent from, the League of Women Voters of the United States. OEF programs are supported by tax-deductible contributions from individuals, corporations, and foundations, and through contracts with the U.S. government.

### III. PROJECT METHODOLOGY

#### A. Selection of 15 Member Organizations to Receive Intensive Training

During the first six months of the project, fifteen member organizations will be selected to receive intensive organization development and program development training. This selection will be based upon general survey of the 44 member organizations (by the OEF Technical Advisor and the ZCSD Counterpart) to determine a) willingness and commitment to participate in training, b) potential impact of their programs, c) relationship of their programs to the role of women in social and economic development, and d) commitment to utilize their resources and staff to "spread" the training to members, clients, and other organizations.

#### B. Development and Implementation of Training Program for the 15 Member Agencies

For each of the training periods (Period I - Months 7-11, Period II - Months 13-17, and Period III - Months 19-23), the following sequence of events will occur for a group of 5 of the 15 selected organizations:

1. Training of "teams" (composed of officers and members) of each organization to conduct "needs assessment" of a) members and/or beneficiaries of the organization's programs and b) organizational management and programming.
2. Carrying out the needs assessment.
3. Analysis of data collected and formulation of training programs (including content areas, trainees, locations, etc.) for each member agency.
4. Conducting training programs (approximately 10 days for each organization with 10-30 trainees). (Evaluation/Analysis of the impact of this intensive training would be done by the OEF Technical Advisor on a periodic basis).

#### C. Training and Consultation to ZCSD and the Remaining 29 Member Organizations

During the course of this 2 year project, the OEF Technical Advisor and ZCSD Counterpart will be conducting a series of short-term training workshops which will be available to all the member organizations of ZCSD in the areas identified in Section D below.

D. Potential Content Areas of Training and Consultation

Based upon preliminary information already collected by ZCSD, it is anticipated that the training needed by the member organizations will be in some or most of the following areas:

1. Organizational Development

1. Organizational analysis and renewal
2. Resources identification/creation
3. Management development
4. Fiscal management
5. Staff development
6. Marketing/fund raising
7. Team building
8. Group dynamics
9. Communications
10. Public relations
11. Personnel/Volunteer Management
12. Recruitment
13. Operations/Program Management

2. Human Resource Development

1. Motivation training (self-awareness, confidence building leading to use of personal and community resources)
2. Leadership development
3. Training of Trainers/non-formal education
4. Communication skills
5. Group process skills
6. Adaptation/coping skills

3. Program Development

1. Needs assessment/community survey
2. Objectives setting
3. Project planning and design
4. Evaluation and monitoring
5. Project budgeting
6. Proposal writing
7. Fund raising
8. Project management

4. Communications Techniques

1. Articulating needs and problems
2. Representing interests to various individuals and groups
3. Exchanging information and ideas with other other community, national and foreign organizations.

5. Sector Areas (Done in collaboration with consultants)

1. Women in development
2. Employment
3. Rural development
4. Nutrition/health
5. Housing
6. Communications and Media

E. Relationship to Zambia's Development Strategy

By providing the above outlined advisory assistance, OEF can help to move Zambian voluntary organizations closer to the ideology of Zambian Humanism, on which national development policies and strategies are based. OEF's specific concentration on self-development which focuses on the dignity and worth of the individual, is precisely what Zambian Humanism is about. To see the direct relationship, one needs to consider President Kaunda's description of this basic ideology.

"This high valuation of MAN and respect for human dignity which is a legacy of our tradition should not be lost in the new Africa. However 'modern' and 'advanced' in a Western sense this young nation of Zambia may become, we are fiercely determined that this humanism will not be obscured. African society has always been Man-centred. Indeed, this is as it should be otherwise why is a house built? Not to give Man shelter and security? Why make a chair at all? Why build a factory? Why do you want a State ranch? For what else would there be need to grow food? Why is the fishing industry there? We can go on asking these questions. The simple and yet difficult answer is 'MAN'. Simple in the sense that it is clear all human activity centres around MAN. Difficult, too, because MAN has not yet understood his own importance. And yet we can say with justification and without any sense of false pride that the African way

of life with its many problems has less setbacks towards the achievement of an ideal society. We in Zambia intend to do everything in our power to keep our society Man-centred. For it is in this that what might be described as African civilization is embodied and indeed if modern Africa has anything to contribute to this troubled world, it is in this direction that it should."<sup>1</sup>

The goal of this project is to give human beings some of the tools they need to realize their full potential as productive, contributing members of society. As President Kaunda has stated:

"Development which is achieved at the cost of what I call the wholeness of man, and man's unity with nature, is not true development."<sup>2</sup>

In April 1978, the ZCSD organized a conference devoted to the theme: "Another Development." "Another Development" or the "New Development" as President Kaunda refers to it, concerns the rediscovery by the Zambian nation of its true self by identifying its real needs, setting its own priorities at all levels of national life, and making maximum use of its natural resources. This strategy is designed to mobilize the wealth of the nation in a national development policy which places man at the center of all economic and social activity.

The Conference discussed various issues involved in bringing national development back on course. One of nine recommendations to deal with these issues was for the development and strengthening of appropriate types of social organizations.

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<sup>1</sup> Humanism in Zambia and a Guide to its Implementation - Part 1, page 7, by His Excellency, Dr. K. D. Kaunda, President of Zambia; Zambia Information Services, Lusaka, Zambia.

<sup>2</sup> Conference Report - Another Development, page 8, Zambia Council for Social Development, April 1978

"The Conference felt that existing organizations, both governmental (e.g. Departments of Agriculture and Community Development) and private (voluntary organizations, churches, cooperatives and credit unions), should be more positively geared towards the promotion of self-help as the cornerstone of "another development."<sup>3</sup>

The technical advisory services which will be provided to the ZCSD through this project relate directly to the promotion of self-help activities. As men and, more particularly women become consciously motivated and attitudinally prepared to tackle self-help initiatives, through training and experience, the "new development" will become a reality.

Since OEF technical assistance has included thousands of hours of training and consultation in the area of human resource development throughout Latin America, the Caribbean and Asia, we are well prepared to extend this assistance to Zambia at this time. Working with hundreds of indigenous PVOs, OEF has helped them increase their institutional capacity and a belief in the value of self-development rather than paternalism.

F. Institutionalization and Continuing Support of Technical Advisory Assistance

The ZCSD will recruit a full-time salaried staff person as a counterpart to the OEF Advisor prior to the arrival of the OEF Advisor. The Zambian counterpart will be hired during month two of the project in Zambia in order to participate in the preparation of a comprehensive work plan and all subsequent activities.

This approach will insure the counterpart's involvement in the development of the overall program of the advisory service. It will give the counterpart invaluable on-the-job training in the planning and design of a program. This approach is consistent with the project being truly Zambian in character and focus.

The Zambian counterpart's first year salary will be borne by the OEF. In subsequent years it will be borne by the ZCSD.

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<sup>3</sup>Zambia Council for Social Development, Conference Report - Another Development, page 4, 1978

#### IV. PROJECT DESIGN & IMPLEMENTATION

##### A. Description & Analysis of Administrative Arrangements

The Overseas Education Fund of the League of Women Voters (OEF) will implement this project in cooperation with the Zambia Council for Social Development (ZCSD). The ZCSD was selected as the Zambian counterpart organization for this project at the specific request of the Cabinet Minister for Economic and Technical Cooperation, and Zambian women leaders.

Staff required for this project are as follows:

##### On-Site -- Zambia

1. The OEF Technical Advisor will be seconded to the ZCSD and will perform her/his duties in Zambia as a ZCSD staff member, under the supervision of the ZCSD Executive Secretary. For OEF purposes, the Technical Advisor will be an OEF employee designated as "field staff." She/he will provide monthly reports to the OEF Director of Field Programs, who has responsibility for OEF headquarters administrative/advisory support of this project.
2. The ZCSD Counterpart to the OEF Technical Advisor will be directly responsible to the ZCSD Executive Secretary. The ZCSD counterpart will remain a part of the ZCSD staff after the completion of 24 months, to continue providing services initiated during the project.

The duties and responsibilities of the OEF Technical Advisor and the ZCSD Counterpart are as follows:

- a. Conduct needs assessments, problem identification, and community surveys in order to determine community needs, aspirations and problems.
- b. Assist member organizations to identify available resources within the community, region and nation (financial and human resources) and from international agencies and NGOs.
- c. Help train community organizations in the techniques used to plan and design development projects, including project evaluation.

- d. Develop methods of membership recruitment, training and participation of village people in their community organizations and conduct training in self-awareness, confidence building, leadership development, group process, and human relations skills.
- e. Train community organizations and their members in management skills:
  - 1. decision making
  - 2. project design
  - 3. proposal writing
  - 4. budgeting and accounting
  - 5. fund-raising
- f. Train organizations in techniques of communication: articulating needs and problems, representing interests to various individuals and groups, sharing information among organizations
- g. Assist organizations in personnel management and staff supervision
- h. Identifying potential projects for assistance by outside donor organizations
- i. Developing an exchange of information and ideas with other national and foreign organizations in order to effect the dissemination of ideas and skills
- j. Provide other forms of technical assistance in related areas as may be feasible given the incumbent's range of competence and conforming to the intent of this project
- k. Coordinate areas of income generation, health, nutrition, nonformal education, housing, communications, and women in development.

The OEF Technical Advisor and ZCSD Counterpart will work as a team to provide technical advisory services to the ZCSD and its member organizations, as well as to non-member organizations as requested and feasible within this project time frame. While the team will be located in Lusaka, they will work throughout Zambia, according to the locations of organizations served. Their services may be provided in the form of consultations (with either individuals or groups), training workshops, and conferences, and

such other approaches as may be developed during the course of the project. Workshops and conferences may involve various chapters of one organization or groups of representatives of various organizations.

3. The ZCSD Executive Secretary (20% of time) will supervise the activities of the Technical Advisor and the ZCSD Counterpart to assure that they complement the activities of other ZCSD Staff and conform to the ZCSD's yearly program efforts. All activities will be developed within the scope of these efforts as they relate to women's integration in development. The Executive Secretary will monitor the performance of the Technical Advisor and advise the OEF Director of Field Programs on a yearly basis concerning her/his performance.

Other ZCSD staff (Development Officer, Administrative Secretary, and a secretary assigned full time to this project) will provide support to the technical advisory team and will coordinate with them to assure balanced implementation of the ZCSD total program. Outside consultants, either Zambian or expatriate, may be called on to provide specialized assistance in certain specified areas.

OEF Headquarters - Washington, D.C.

4. The OEF Director of Field Programs (20% of time) under the supervision of the OEF Executive Director, will have overall OEF support responsibility for this project and will serve as contract officer with funding agencies. The DFP, together with the Training and Evaluation Officer (TEO), will review project activity, identify potential consultants, and provide general consultation in areas of the project. The DFP has responsibility for making fiscal and progress reports to AID/W and AID/Zambia as required. The DFP will serve as liaison between the technical advisor, OEF staff, OEF Project Committee, and OEF Board of Directors.
5. The OEF Training & Evaluation Officer (10% of time), will advise the technical advisor in the design of mechanisms to monitor progress of the project. He will advise in the development of training strategies, content, materials and methodology. The TEO will be responsible for, in conjunction with AID and appropriate ZCSD staff, the implementation of the mid-project and post-project evaluations.
6. The OEF Project Committee will support the work of OEF headquarters and overseas field staff, through research, analysis and communication of information relevant to the project. This will be done through direct correspondence with field staff (OEF technical advisor).

Given the OEF's extensive experience working with organizations to strengthen the involvement of women in development throughout Latin America and in Asia, there are resources and methodologies which should be shared in this project. Sharing such information and techniques between the organizations in developing countries is a valuable input the OEF Project Committee will contribute.

## B. Implementation Plan

This project will be implemented, over a two year period beginning June 1979, according to the following Implementation Schedule:

- |             |  |
|-------------|--|
| Month 1     | Orientation and training of OEF Technical Advisor at OEF headquarters, Washington, D.C. ZCSD Counterpart candidates recruited in Zambia by ZCSD.   |
| Month 2     | Selection of ZCSD Counterpart by ZCSD & OEF Technical Advisor. Orientation of OEF Technical Advisor and ZCSD Counterpart at ZCSD headquarters, Lusaka, Zambia.   |
| Months 3-4  | OEF Technical Advisor's and Counterpart's familiarization with and general needs assessment of ZCSD member agencies.   |
| Month 5     | Formulation of detailed work plan for remainder of project and submission of work plan to ZCSD and OEF   |
| Months 5-6  | ZCSD and OEF review detailed work plan and select 15 member organizations to receive advisory services   |
| Months 7-8  | General training sessions open to ZCSD and all organizations in areas listed in Section III-D (continued intermittently throughout last 20 months of project)<br><br>a. Training of 5 member organizations in needs assessment<br><br>b. Conducting needs assessments by member organizations<br><br>c. Development of training plans for each of the five organizations |
| Months 9-11 | Training and consultation by OEF Technical Advisor and ZCSD Counterpart in management and program areas identified by first 5 member organizations   |

IMPLEMENTATION SCHEDULE

	Year 1													Year 2																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23									
Orientation & Training of OEF Technical Advisor at OEF headquarters (1 month)	-																															
Orientation of OEF Technical Advisor & ZCSD Counterpart at ZCSD Headquarters, Lusaka (1 month)		-																														
Familiarization with & Needs Assessment of member agencies (2½ months)		-																														
Formulation of Work Plan - Submission to OEF (1½ months)		-																														
Initial In-depth Consultation & Workshops with Member Agencies (5 months)			-																													
Technical Advisor return to OEF Headquarters (2 wks consultation & 2 wks leave)				-																												
Consultation & Training to Zambian PVOs (5 months)					-																											
Mid-Project Evaluation (2 weeks)							-																									
Leave (2 weeks)																																
Consultation/Training to Zambian PVOs (5 months)							-																									
Technical Advisor returns to OEF Headquarters																																

V.S/



The OEF Director of Field Programs will report informally to the AID Project Officer and other concerned AID officials, keeping them informed of the progress of, and any necessary adjustments to be made in, the project. Additionally, the OEF Director of Field Programs will submit a formal written report semi-annually to the AID Project Officer, based on the aforementioned monthly reports from the field.

At the conclusion of the project, the OEF Technical Advisor and the ZCSD Counterpart will make a final report, based upon end-of-project evaluation, summarizing project activities and recommending follow-up action to be taken by the ZCSD and its member organizations. This final report will be circulated to all concerned authorities, both in Zambia and U.S. headquarters.

2. Accounts and Financial Reporting

OEF will maintain a separate headquarters account for this project, from which funds will be disbursed for:

- a. OEF headquarters costs.
- b. a U.S. dollar account in Zambia (available for costs incurred outside the U.S. and Zambia). The ZCSD will obtain the necessary permission for OEF to establish this account.
- c. costs incurred in Zambia. To support these costs, OEF will make an advance payment to ZCSD of funds budgeted for the first four months, and thereafter will reimburse ZCSD on a quarterly basis, according to vouchers submitted. OEF funds will be deposited to the ZCSD project account, in accordance with normal ZCSD accounting procedures. All expenditures charged by ZCSD to OEF will have the prior approval of the OEF Technical Advisor, signified on a special disbursement approval slip.

The OEF Director of Field Programs will submit quarterly vouchers (SF 1034 and SF 1034A) to the AID Grants Officer, accounting for expenditures of AID grant funds at both the field and OEF headquarters levels. AID will make an advance payment of funds budgeted for the first project year to OEF and thereafter will reimburse OEF on a quarterly basis, according to vouchers submitted.

The ZCSD Executive Secretary will report ZCSD expenditures for this project to the ZCSD Executive Committee and donors in accordance with its established financial reporting procedures.

D. Project Evaluation Plan

Prior to the commencement of the project, the OEF Training and Evaluation Officer will develop a comprehensive evaluation system to measure and analyze project progress and to determine the need for modification of project design and resource allocation. The evaluation system will contain the following components:

1. Monthly Progress Report

A monthly reporting form, developed for the objectives, outputs and inputs of this project, will be submitted by the OEF Technical Advisor to the OEF Director of Field Programs and Training and Evaluation Officer. These reports will provide narrative and quantitative data that show the application of resources and efforts to the project (input level indicators). (See logical Framework Matrix for these selected measurable indicators.)

2. Interim Evaluation

One in-depth evaluation is planned during the course of the project - Month 18. This evaluation will be conducted on site in cooperation with the project staff and AID. The purpose of this evaluation will be to measure closely the accomplishments to date, to establish the nature and impact of the project inputs, to determine progress toward end-of-project-indicators, and possible modifications of project design.

3. End of Project Evaluation

An evaluation is planned for Month 24 at the conclusion of OEF participation in the project. In close cooperation with AID and ZCSD an intensive evaluation will be conducted to (i) determine degree of success of the project relative to achieving project purposes, as well as the causes for the successes and failures, (ii) identify the elements of the project that are most suitable for replication and (iii) ascertain the degree of institution-alization of the training and consultation capability within ZCSD.

E. Exemptions from Import Duties, Taxes, Etc.

The ZCSD will be responsible to obtain from the appropriate GRZ authorities exemption from all import duties, taxes, legal fees, etc. pertaining to:

1. procurement and importation of a vehicle and other program supplies (Title to the vehicle will be held by ZCSD. At the conclusion of the project, ZCSD will use the vehicle for continuing support of project intents and purposes.)
2. salaries and other compensation of OEF staff for the duration of their service in Zambia.
3. personal belongings, household effects, and supplies imported into Zambia by or for OEF staff for the duration of their service in Zambia.

The ZCSD will further be responsible to facilitate the issuance of visas, permits, etc. for OEF staff, and to obtain such other privileges, exceptions, etc., as are normally accorded under Zambian law to foreign-employed expatriates working in Zambia.

F. Waivers

In order to successfully implement this project, AID will ~~need to~~ grant waivers permitting OEF to effect the following:

1. Purchase, from the most economical and effective ~~source~~ source, of a Volkswagen Combi, right hand drive, and necessary spare parts, which ZCSD, OEF, and USAID/Zambia have determined to be the most appropriate vehicle for implementation of this project.
2. purchase, in Zambia, of locally-produced or imported household furnishings necessary to provide a modicum of comfort for the OEF Technical Advisor.
3. procurement of such other materials as may be deemed necessary during the course of the project.

V. FINANCIAL PLAN

The project budget is supported jointly by OEF and ZCSD, with each party contributing the following:

OEF --- Technical Advisor salary, benefits, travel, household furnishings or shipping allowance.

OEF headquarters services and support, including partial salaries and benefits of Director of Field Programs, Training and Evaluation Officer, and project secretary; OEF Project committee participation; outside consultant services; materials, equipment, and supplies procured outside Zambia; and other headquarters administrative and logistic support.

ZCSD --- Zambian Counterpart salary and benefits.

Technical Advisor housing.

Local services and support, including secretary, accountancy, office space, locally-procured materials, equipment, and supplies, partial salaries and benefits of other ZCSD staff, volunteer committee participation, other Zambian consultant services, and other local administrative and logistic support.

VI. BUDGET - See Following Section

PIO/T Number:  
Project No. & Title:

ESTIMATED BUDGET

	<u>FY 79</u> <u>(4 mos.)</u>	<u>FY 80</u> <u>(12 mos.)</u>	<u>FY 81</u> <u>(8 mos.)</u>	<u>TOTAL</u>
<b>SALARIES - Field</b>				
Senior Technical Advisor (100%)	8,334	26,375	18,532	53,241
Technical Advisor/WID Specialist (50%)	3,667	11,555	8,094	23,316
<b>SALARIES - Home Office</b>				
Director of Field Programs (20%)	2,000	6,330	4,452	12,782
Secretary (30%)	1,200	3,798	2,611	7,669
FRINGE BENEFITS (22% of salaries above)	3,344	10,573	7,425	21,342
ALLOWANCES (post differential 20% of field salaries)	2,400	7,586	5,325	15,311
CONSULTANTS	750	6,400	3,400	10,550
TRAVEL & PER DIEM	19,951	10,523	13,969	44,443
TELEPHONE & TELEGRAPH	800	2,750	2,000	5,550
PRINTING & DUPLICATING	500	1,650	1,200	3,350
EQUIPMENT	10,800			10,800
SUPPLIES	4,400	1,500	800	6,700
POSTAGE	500	1,650	1,200	3,350
<b>OTHER DIRECT COSTS</b>				
Travel insurance, visas, audit	700	1,500	1,200	3,400
Auto operation and maintenance, auto registration, insurance	1,000	6,600	4,800	12,400
<b>SUBTOTAL</b>	<b>60,346</b>	<b>98,790</b>	<b>75,068</b>	<b>234,204</b>
OVERHEAD (34% of subtotal)	20,518	33,589	25,523	79,630
SUB-GRANT TO ZAMBIA COUNCIL OF SOCIAL DEVELOPMENT	5,000	3,000	2,000	10,000
<b>GRAND TOTAL</b>	<b>85,864</b>	<b>135,379</b>	<b>102,591</b>	<b>323,834</b>

MAY '79 - APR '81

## BUDGET

## OEF TECHNICAL ADVISORY SERVICES TO ZCSD

<u>ITEM</u>	FY 79 (4 monchs)	FY 80	FY 81 (8 months)	TOTAL
<u>Salaries</u> - OEF Personnel <sup>1/</sup>				
Senior Technical Advisor (100%)	\$ 8,334	\$26,375	\$18,532	\$ 53,241
Technical Advisor/WID Specialist (50%)	3,667	11,555	8,094	23,316
Director of Field Programs (20%)	2,000	6,330	4,452	12,782
Secretary (30%)	1,200	3,798	2,671	7,669
<u>Fringe Benefits</u> (22% of Salaries listed above)	3,344	10,573	7,425	<u>21,342</u>
				\$118,350
<u>Allowances</u> (post differential - 15% salaries)	1,800	5,690	3,994	11,484
<u>Consultants</u> (see attached breakdown)	750	6,400	3,400	10,550
<u>Travel &amp; Per Diem</u>	19,951	10,523	13,969	44,443
<u>Telephone &amp; Telegraph</u>	800	2,750	2,000	5,550
<u>Printing &amp; Duplicating</u>	500	1,650	1,200	3,350
<u>Equipment</u> (see attached breakdown)	10,800	--	--	10,800
<u>Supplies</u> (large household furnishings, training materials, film, tapes)	4,400	1,500	800	6,700
<u>Postage</u>	500	1,650	1,200	3,350
<u>Other Direct Costs</u> (travel insurance, visas, audit)	700	1,500	1,200	3,400
Auto operation and maintenance, auto registration and insurance	1,000	6,600	4,800	12,400
<u>SUBTOTAL</u>	\$59,746	\$96,894	\$73,737	\$230,377

<sup>1/</sup> Yearly cost of living increase on salaries calculated at 5.5%.

<u>ITEM</u>	FY 79 (4 months)	FY 80	FY 81 (8 months)	TOTAL
<u>Overhead</u> (34% of Subtotal)	\$20,314	\$32,944	\$25,071	\$ 78,329
SUB-GRANT TO ZCSD <sup>2/</sup>	<u>5,000</u>	<u>3,000</u>	<u>2,000</u>	<u>10,000</u>
GRAND TOTAL	<u>\$85,060</u>	<u>\$132,838</u>	<u>\$100,808</u>	<u>\$318,706</u>

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<sup>2/</sup> Sub-grant from OEF to ZCSD for administrative costs of space, equipment, utilities.

BUDGET BREAKDOWN FOR 1979

<u>ITEM</u>	<u>AMOUNT (\$)</u>	
<u>TRAVEL &amp; PER DIEM</u>		
Sr. Technical Advisor & Technical Advisor/WID Specialist		
30 days per diem @ \$100/day (D.C. orientation)	\$ 3,000	
1 way D.C.-Lusaka (2 persons)	1,827	
Foreign transfer allowance	1,425	
90 days temporary lodging p.d. @ \$128/day <sup>3/</sup>	11,520	
Personal effects shipment (air freight) 500 lbs. <sup>4/</sup>	1,235	
Small household effects shipment (air freight) 200 lbs. <sup>5/</sup>	494	
20 days p.d. @ \$15/day (Zambia field per diem)	300	
Consultant		
Transportation and per diem	<u>150</u>	\$ 19,951
<u>EQUIPMENT</u>		
Auto, shipping, spare parts	\$ 9,000	
Typewriter <sup>6/</sup>	1,000	
Camera <sup>6/</sup>	500	
Tape Recorder <sup>6/</sup>	<u>300</u>	10,800
<u>SUPPLIES</u>		
Training materials, film, tapes, etc.	\$ 1,400	
Household furnishings (purchased locally)	<u>3,000</u>	4,440
<u>OEF CONSULTANTS</u>		
5 days @ \$150/day (fiscal management, development sector expertise)	\$ 750	

<sup>3/</sup> 90 days temporary lodging, due to fact Zambia Council is moving to new headquarters in September-October where lodging will be provided.

<sup>4/</sup> Air freight rate for shipment of personal effects calculated at \$2.47/lb.

<sup>5/</sup> Small household effects include kitchen utensils, dishes, linens, small household appliances. Calculated at air freight rate since no other household items are being shipped.

<sup>6/</sup> The purchase of a typewriter, camera and tape recorder is necessary to carry out the work of the technical advisors. These items are not stocked by OEF, but are purchased for individual projects and donated to the OEF's counterpart organization upon completion of a project.

BUDGET BREAKDOWN FOR 1980

<u>ITEM</u>	<u>AMOUNT (\$)</u>
<u>TRAVEL &amp; PER DIEM</u>	
Sr. Technical Advisor	
101 days p.d. @ \$15/day (Zambia field p.d.)	\$ 1,515
1 r.t. Lusaka-D.C.	1,005
14 days p.d. D.C. @ \$50/day	700
Technical Advisor/WID Specialist	
50 days p.d. @ \$15/day (Zambia field p.d.)	750
1 r.t. Lusaka-D.C.	1,005
14 days p.d. @ \$50/day, D.C.	700
OEF Consultants (2)	
2 r.t. D.C.-Lusaka	2,010
42 days p.d. @ \$64/day	2,688
Taxis	150
	<u>150</u>
	\$ 10,523
<u>OEF CONSULTANTS</u>	
40 days @ \$160/day (health, nutrition, income generation, appropriate technology, housing)	\$ 6,400

BUDGET BREAKDOWN FOR 1981

<u>ITEM</u>	<u>AMOUNT (\$)</u>
<u>TRAVEL &amp; PER DIEM</u>	
Sr. Technical Advisor	
80 days p.d. @ \$15/day (Zambia p.d.)	\$ 1,200
14 days p.d. @ \$100/day (D.C. consultation) calculated for both Advisors <sup>7/</sup>	1,400
1 way Lusaka-D.C.	1,106
Personal effects shipment (air freight)	1,235
Small household effects shipment (air freight)	500
Technical Advisor/WID Specialist	
40 days p.d. @ \$15/day (Zambia p.d.)	210
1 way Lusaka-D.C.	1,106
OEF Consultants	
2 r.t. D.C.-Lusaka	4,424
42 days p.d. @ \$64/day	2,688
Taxis	100
	\$ 13,969
<u>OEF CONSULTANTS</u>	
20 days @ \$170/day (sector areas: health, employment, nutrition, housing, etc.)	\$ 3,400

<sup>7/</sup> Per diem for OEF headquarters consultation upon return to U.S. at end of project.

Logical Framework Matrix

Summary

Measures of Goal  
Achievement

Means of  
Verification

Important  
Assumptions

Goal:

To improve the social and economic conditions of low-income people, especially women of Zambia.

Increase in income and decrease in unemployment

Increase in the quality and quantity of social service programmes in Zambia

Increased opportunities for women

Increased training and educational programmes

Improved health services

Improved nutrition

Decrease in births and child mortality rate

Project impact Evaluation

Data and statistics from the Ministries of Social Security, Health, Labour and Education

UN Data

Government of Zambia continues to give priority toward improving the social and economic conditions of Zambia

Government of Zambia continues to financially and morally support voluntary services in Zambia

Purpose

Organizationally strengthen ZCSD and its 44 member organizations by improving their management capabilities in the planning, implementation & evaluation of operations and projects

Assist these organizations in providing improved and expanded services to low-income people, particularly women, throughout Zambia

End of Project Status

An institutional capacity within the ZCSD:

- 1) to conduct needs assessments of its member organizations;
- 2) to provide management training on a continuing basis to its member organizations;
- 3) to assist member organizations in the design and implementation of projects benefiting the poor and involving women

15 member organizations having received technical advisory services in management and program areas

15 comprehensive needs assessments completed with these 15 member organizations

15,000 beneficiaries of these organization programs, particularly low-income women, will have received improved services

150 women will have assumed greater leadership roles in member organizations of ZCSD

Means of Verification

Project Evaluation and Monitoring Reports

Records of ZCSD and Affiliates

Important Assumptions

Continued interest and cooperation of affiliates to participate in ZCSD programmes

Financial resources available for transportation to attend training programmes.

End of Project Status - (continued)

A minimum of 1000 people  
trained and now possessing  
skills in one or more of the  
training areas

ZCSD and its members better  
able to plan, implement and  
evaluate operations and  
projects

Projects selected and imple-  
mented by ZCSD more relevant  
to critical needs of Zambia

Financial capability of these  
organizations will improve as  
a result of better fund-  
raising, programmes, and  
proposal writing skills

Greater degree of cooperation  
and coordination will exist  
among member organizations  
and with the public and  
private sector

Project OutputsOutput IndicatorsMeans of  
VerificationAssumptions

1. ZCSD and a minimum of 15 member organizations have received intensive training and consultation	1. Minimum of 10 training/consultation days for each of the 15 member organizations	Project Evaluation and Monitoring Reports	Interest within voluntary sector for management training and organization development
2. 300 staff/volunteers of these 15 member organizations trained	2. 100 Trainees - Year 1 200 Trainees - Year 2	Records of ZCSD and affiliates	Availability of training facilities
3. 500 key people of the 44 member organizations receiving basic management, programming and women in development training	3. Year 1 - 500 trainees; 25 trng/consult. days Year 2 - 500 trainees; 25 trng/consult. days	On-site visits	Commitment of agencies to send trainees and receive consultation
4. Addition to ZCSD staff of a technical advisor	4. Selection and orientation during 1st 3 months of project		
5. Training Manuals	5. Manuals in areas of: Organization Development Human Resources Development Programme Development Communications Women in Development		
6. Communications Documentation	6. Slide show depicting project for describing to other organizations in Africa and the United States		

<u>Inputs</u>	<u>Quantity</u>	<u>Means of Verification</u>	<u>Important Assumptions</u>
<u>Requested from AID</u>			
1) Local Staff	1) ZCSD counterpart Technical Advisor	Project Evaluation and Monitoring Report	ZCSD and OEF are able to identify and recruit qualified staff
2) OEF Headquarters Staff	2) Dir. of Field Programmes (20%) Training and Evaluation Officer (10%) Secretary (30%)		
3) Equipment & Supplies, Transportation, Overhead, etc.	3) See Budget	ZCSD and OEF budget	ZCSD, OEF, and Government of Zambia committed to project
4) Consultants	4) 75 days	ZCSD and OEF Annual Reports	
<u>Provided (In-Kind Contributions)</u>			
1) ZCSD and member organizations	1) Staff, supplies, space, housing, equipment	Records of ZCSD, member organizations, and OEF	On-site inspection
2) OEF	2) Project committee		
3) Government of Zambia	3) Consultants		

## DRAFT

Draft Agreement between the League of Women Voters Overseas Education Fund and the Research & Training Center for Women of the Economic Commission for Africa.

As the LWV Overseas Education Fund is desirous of operating programs in Africa that meet the priorities of the women on that continent, and as the ECA Research and Training Center for women has been designated as the machinery in Africa most cognizant of such needs and priorities of African women, the following liason between the two organizations is agreed upon for the mutual benefit of both bodies.

- 1) That the Overseas Education Fund will be invited to and have observer status at the meetings of the ECA - ARTCW regional and sub-regional meetings of the Women's Committees.
- 2) That the Overseas Education Fund will receive ECA - ARTCW publications and other information.
- 3) That Overseas Education Fund will use the resources of ARTCW, when possible, to identify nations and programs where assistance is needed and feasible.
- 4) That Overseas Education Fund will encourage U.S. support to issues of importance to African Women in national and international forums where there is consensus among Overseas Education Fund leadership that these issues merit support.
- 5) That Overseas Education Fund will attempt to assist ARTCW to recruit resources, both financial and manpower, for the operation of programs, training, conferences etc. for the benefit of African Women.
- 6) That Overseas Education Fund will be a resource to African Women studying and receiving training in the United States in ways that are feasible within Overseas Education Fund's capability.
- 7) That Overseas Education Fund and ECA - ARTCW will continue to identify ways to strengthen the linkage between the two organizations, for the benefit of the developmental needs of African Women.

\* Ed. note: These are the basic ways in which Overseas Education Fund and ARTCW could be useful to each other. The language needs to be refined in order that the meaning is clear without overcommitting either organizations.



# Zambia Council For Social Development

P.O. Box RW 369

Lusaka.

Telephone

ZCSD/ADMIN/19/77

JUL 31 1978

18th July 1978

Mr. S. Dreyer  
 The Director  
 Overseas Education Fund of the League of Women Voters  
 2101 Street  
 N.W. Suite 916  
 WASHINGTON DC 20037  
 U.S.A.

Dear Sir,

The Zambia Council for Social Development is hereby requesting the Overseas Education Fund of the League of Women Voters to provide a technical advisory service to Zambian women through the Council.

The Council was nominated to be the counterpart organisation at a meeting held under the auspices of the Ministry of Economic and Technical Co-operation.

The aim of the service is as outlined in the enclosed project proposal.

Yours faithfully,

  
 P.M. MUSANYA (MRS)  
ADMINISTRATIVE SECRETARY

c.c. The Hon. Lily Monze  
 Ministry of Economic and Technical Co-operation  
LUSAKA.

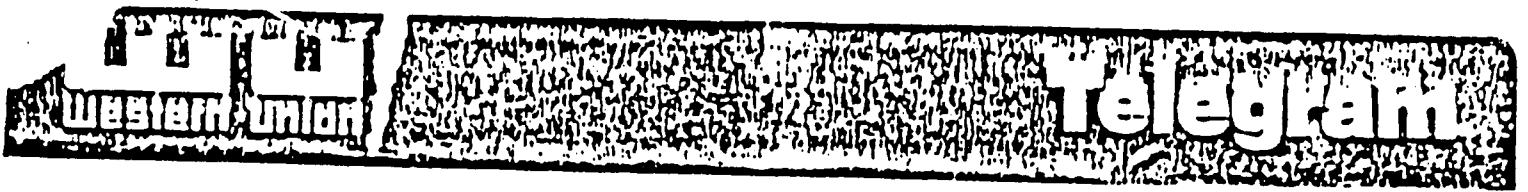
MEMBERSHIP

American Friends Service Committee	Box RW 141 Lusaka
Boy Scouts Association*	Box 1278 Lusaka
Catholic Women's League*	Box RW 151 Lusaka
Child Care and Adoption Society	Box RW 245 Lusaka
Credit Unions and Savings Association	Box 703 Lusaka
Family Planning and Welfare Association	Box RW 266 Lusaka
Girl Guides Association of Zambia	Box 1396 Lusaka
Kabompo Rural Council	Box 91 Kabompo
Kabwe Municipal Council	Box 424 Kabwe
Kafue Township Council	Box 21 Kafue
Kasama Rural Council	Box 50 Mungwi
Kitwe City Council	Box 70 Kitwe
Luanshya Municipal Council	Box 310 Luanshya
Lusaka City Council	Box 252 Lusaka
Makeni Ecumenical Centre	Box RW 258 Lusaka
Mbeza Council for Social And Economic Dev.	Box 20 Namwala
Mental Health Association	Box 43 Lusaka
Mpika Rural Council	Box 20 Mpika
Mindolo Ecumenical Foundation	Box 1493 Kitwe
Mufulira Municipal Council	Box 208 Mufulira
Mwinilunga Rural Council	Box 7 Mwinilunga
National Association of Business and Professional Women of Zambia	Box 30 Lusaka
National Development Commission of the Zambian Episcopal Conference	Box 1965 Lusaka
Nchanga Consolidated Copper Mines Broken Hill	Box 45 Kabwe
Nchanga Consolidated Copper Mines Konkola	Box 1 Chililabombwe
Nchanga Consolidated Copper Mines Rokana	Box 2000 Kitwe
Ndola City Council	Box 388 Ndola
Ndola Rural Council	Box 397 Luanshya
Northern Province Crippled Children's Society	Box 13 Kasama
Organisation of Netherlands Volunteers+	Box 1771 Lusaka
Roan Mpatamatu Township Management Board	Box 200 Luanshya
St Vincent de Paul Society	Box 1319 Lusaka
Serenje Rural Council	Box Serenje
Social Action in Lusaka	Box 3019 Lusaka
University of Zambia	Box 2379 Lusaka
Young Men's Christian Association	Box 1229 Kitwe
Young Women's Christian Association	Box RW 115 Lusaka
Zambia Anglican Council	Box 8100 Lusaka
Zambian Association of Social Workers	Box 388 Ndola
Zambian Association of Women's Institutes	Box 157 Mazabuka
Zambian Helpers Society	Box 8056 Lusaka
Zambia Pre-school Association	Box RW 242 Lusaka
Zambia Prisoners' Aid Society	Box 802 Kabwe
Zambia Red Cross Society	Box RW 1 Lusaka

\*Dues for 1977 not paid

+Observer status

Individual members: S.N. Chiwila, V. Nyirenda, B. Shonga, P.M. Chishala, J.M. Nwondela, R. Mangala, C.K. Banda, J.H. Sinyangwe, I. Mwendapole, F.M. Phiri, Br Gerard, C.T. Mwengwe, M.J. Sikazwe, M. Kazunga



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PLEASED INFORM YOU OF GRZS ACCEPTANCE OF OEF PROPOSAL ON

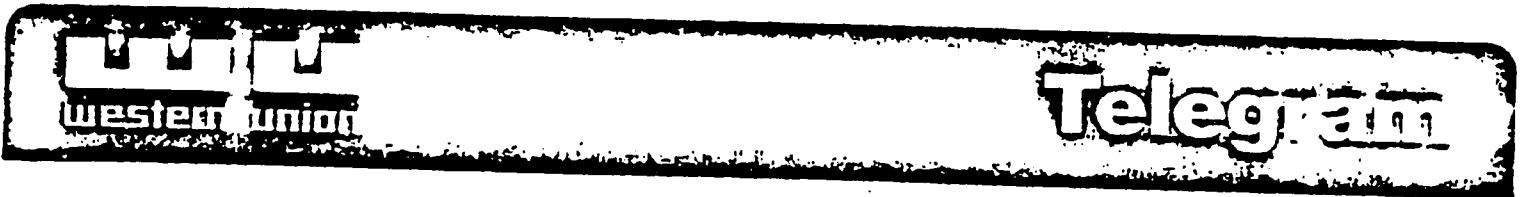
TECHINICAL ADVISORY SERVICES AND NOMINATION OF ZAMBIA

COUNCIL FOR SOCIAL DEVELOPMENT AS COUNTERPART ZAMBIA ORGANISATION

STOP MINUTES OF NOVEMBER 8 MEETING FOLLOWING STOP

PERMANENT SECRETARY METC LUSAKA

Government of Zambia  
Approval & Support  
of Project



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APPENDIX E

Reconfirmation of  
Government of Zambia  
Approval of Project

## EXPLANATORY INFORMATION

1. Staffing Pattern

The OEF has given deliberate consideration to the possibilities of hiring one person or two people with complementary skills for the position(s) of Technical Advisor(s). Applications from interested candidates have been received during the past 10 months. Based on the qualifications presented by the most qualified 25-30 candidates, of which 6 have been couples, it became clear to the OEF that the variety of skills required to successfully carry out the advisory service can more realistically be fulfilled by two people. This is best understood by reviewing the types of experience, knowledge and skills required, in the context of the job focus.

The central focus of the job is in the area of organizational development of a network of voluntary services performed by a variety of groups and their umbrella organization (the ZCSD). Within this focus lies a special concern for increasing the participation of women, as leaders and participants, in the delivery of services, and as beneficiaries of these services.

In seeking qualified candidates, the OEF has looked for individuals who have worked in similar types of situations with voluntary organizations and who are skilled trainers in the areas of non-formal education and program management/administration. At the same time we have sought to respond to the special concern of bringing women into development activities by finding candidates with experience in non-formal education activities which have specifically addressed the integration of women in development. In addition to these primary skill areas, we have sought people who possess at least one of the indigenous languages of Zambia and therefore have lived and worked in Zambia or a neighboring country, and are familiar with and sensitive to the cultural, political and historical contexts in which they will live and work.

Given the difficult political situation which currently exists in Zambia, in addition to the nature of the work to be done, the Technical Advisory Service requires individuals who possess not only strong skills and experience but levels of maturity and understanding which enable them to respond to the challenges and difficulties of living and working in Zambia during the next two years. Given these requirements, the OEF has concluded that two people who possess complementary professional skills and experience can not only more adequately perform the functions of the job, but can provide critical support to one another, thereby assuring greater effectiveness in job performance and in carrying out a personal life-style consistent with the goals of the project.

Based on the above rationale, curriculum vitae for the two persons OEF proposes to employ to carry out the Technical Advisory Services are submitted herewith. The titles of their respective positions are:

Senior Technical Advisor - Albert Medvitz  
 Technical Advisor/WID Specialist - Jeanne McCormack

2. Additional OEF Inputs to Project (see attached biographic information)

The OEF will provide staff to assist this project which is over and above the positions outlined in the budget as follows:

- a. OEF Africa Field Director (25%) - will serve as communication and programming link with other countries in East and Southern Africa, as well as with OEF's projects in Asia, Latin America and the Middle East. This staff member will be headquartered in the Africa Region and will be accessible to the advisors for consultation on program activities.
- b. OEF Training and Evaluation Officer (10%) - will provide programming and evaluation guidance to advisors and may be called upon to develop special training and evaluation plans during the life of the project. A post-project evaluation will be carried out 6 months after the conclusion of the project by the OEF officer and other appropriate persons representing the USAID and OEF.
- c. OEF Volunteers - An Africa Advisory Committee made up of OEF volunteers will provide an on-going research capability to the project. Members of the committee bring professional expertise and personal qualifications to the project as presented in the accompanying biographic information.

3. Purchase of Non-U.S. made Vehicle

The OEF requests a waiver to purchase a foreign vehicle for this project rather than a U.S. vehicle. This recommendation is based on the availability of proper affordable maintenance in Zambia and durability.

Based on recommendations by foreign technical advisors in Zambia as well as U.S. Embassy personnel, the OEF requests authorization to purchase in order of preference:

- a. Volkswagon Combi Bus
- b. Peugeot 404 station wagon

Justification for Waiver of Source and Origin Requirements for Non-U.S. Vehicle

The need for the vehicle waiver is based on: a) the lack of spare parts in Zambia for U.S. manufactured vehicles with resultant long down-times as parts are obtained; b) the lack of mechanics with an understanding or experience in maintaining U.S. manufactured vehicles which results in improper and inadequate repair; and c) the safety hazard to U.S. staff presented by lefthand drive U.S. vehicles on narrow, twisting mountain roads and as other vehicles are met or passed in a country where driving on the left is enforced.

4. ZCSD In-Kind Contributions

Provision of ZCSD Counterpart (yearly cost)	\$ 5,000
Field Travel, per diem of ZCSD Counterpart	4,000
Housing for OEF Technical Advisor	18,000
Consultants (ZCSD and Government of Zambia in Program Sector Areas) 200 days at \$50/day	10,000
Salaries and Time of staff and volunteer trainees 200 days of training x 20 people in training sessions x \$10/day	40,000
Transportation and Food for trainees 4000 person days x \$5.00	20,000
Space for training at ZCSD and member organizations 200 days x \$25/day	<u>5,000</u>
TOTAL	\$102,000

## 5. BIOGRAPHIC INFORMATION

### OEF Africa Field Director

Patricia F. Eaton is presently working with the Overseas Education Fund of the League of Women Voters (OEF) in the position of Field Director for Africa.

Ms. Eaton has had long and extensive involvement in African development. Her African experience began as a Peace Corps Volunteer in Lesotho (Southern Africa) where she taught secondary education and teacher training at the University of Botswana, Lesotho and Swaziland.

Upon returning to the U.S., Ms. Eaton joined the staff of Africare, serving as national Director of Communications and Chapter Development, where she was responsible for raising institutional, organizational and grass-roots support for projects in Sahelian Africa.

Subsequently, she served as Executive Director of the Black Women's Community Development Foundation where she implemented and coordinated an AID-funded Women in Development project in Mali, West Africa.

Ms. Eaton has also worked for the D.C. Department of Human Resources and for the Office of the Mayor of the District of Columbia. She has taught English, speech, history and African studies in the Washington public school system and at the Opportunities Industrialization Center (OIC). She has also directed community relations for a major food chain in the Washington metropolitan area. With her own public relations firm, she simultaneously produced and organized numerous fund-raising and media promotional efforts on behalf of non-profit organizations, both in Washington, D.C. and nationally.

Ms. Eaton has a B.A. degree in English from Texas Southern University in Houston, Texas and has done post-graduate studies in African Studies at the University of California at San Diego.

## OEF Training and Evaluation Officer

Dr. Michael J. Marquardt is the training and evaluation officer for the Overseas Education Fund. He is responsible for staff training as well as for planning and evaluating programs benefiting people in developing countries.

Dr. Marquardt serves on the faculty of George Washington University and the Federal Graduate School teaching in the fields of social psychology and adult education.

He has served as training director for the Virginia Department of Welfare, Project Officer for Federal Child Care Programs, and as an Employee Development Specialist for the Bureau of Training, U.S. Civil Service Commission. He has worked in community education/social service programs in Belgium, and Spain as well as in Boston, Chicago, and Washington, D.C. Dr. Marquardt also has served as director of a teacher education program in Chappaqua, New York.

Dr. Marquardt received his BA and MA degrees from Maryknoll College and completed his doctoral degree in adult education/human resource development at George Washington University in 1975. He has also done graduate work at Columbia University and the University of Chicago.

He is a member of the American Society for Training and Development, the Adult Education Association of the USA, the Society for International Development, the Association for Childhood Education International, and the American Public Welfare Association.

## OEF Volunteers

### Fay Williams

Ms. Williams is Chairperson of the OEF Africa Advisory Committee and has made two trips to East Africa on behalf of OEF to make contacts and explore program possibilities. She has been a member of the League of Women Voters since 1962, chairing the Indianapolis Inner City Voter Project. She was a Trustee of the LWV Education Fund (1967-70) before the Education Fund's merger with the LWV/US and a member of the National Board in 1970-72. By training both a lawyer and social worker, she is in private law practice and also teaches courses in law-related social work at Indiana University, with an M.A. in social work and a J.D. from Indiana University.

### Ermon O. Kamara

Dr. Kamara is a member of the OEF Africa Advisory Committee. She currently serves as Deputy Peace Corps Director in Kenya. Her experience and expertise are in formal and non-formal education, community development, and civil rights advocacy, with special emphasis on women's concerns. She directed the National Council of Negro Women's IWY International Seminar and was coordinator of the NCNW Commission on Higher Education in 1974-76. Previously she was director for education of the National Urban League's Community Development Department for five years. She has served as a resource consultant for a variety of rural and urban school and community development programs. She is a member of the LWV, of the National Women's Political Caucus, and of the National Hook-up of Black Women, which she helped organize. A graduate of the University of Minnesota, Dr. Kamara completed her M.A. at Atlanta University and her Ph.D. at Michigan State. In 1973-74 she was a Rockefeller Foundation Fellow.

JEANNE McCORMACK

PROFESSIONAL OBJECTIVES:

- . Planning, implementation, and evaluation of nonformal education and agricultural training programs for rural women in Africa.
- . Evaluation of agricultural extension and nutrition education components of rural development programs.

QUALIFICATIONS AND SKILLS:

- . Eight years experience working in development projects.
- . Intensive on-site study of major agricultural training institutions and rural development projects in Ghana and Nigeria.

Two years intensive experience with women farmers in Yao village in rural Malawi.

Experience and training in analyzing women's issues in Africa and the United States.

Experience in planning, implementing, and evaluating nonformal education programs for women.

Two years training in planning and evaluation of nonformal education with emphasis on Africa.

Experience in planning, implementing, and evaluating short-term training programs, workshops and seminars for trainers of village extension workers, women in community action, and paraprofessionals.

Experience in developing and evaluating training materials for village extension workers.

Experience in planning, conducting, and analyzing research about women, agriculture, and nutrition in Malawi, Ghana, and Nigeria.

Experience developing research designs and developing and administering instruments for program evaluation.

Special training in survey research and questionnaire design.

Training and experience in nutrition planning in Africa.

Member of rural California farming family.

PROFESSIONAL EXPERIENCE:

Consultant. African American Institute, New York. July and August, 1974. Conducted two-month survey in Ghana and Western and North-Central States of Nigeria of agricultural training programs for mid-level personnel (diploma and certificate); of innovative rural development projects; of agricultural and skill training programs for small farmers; and of agriculture curricula in the schools. Interviewed 60 professionals about female enrollment, female trainee wastage, and problems of female agricultural extension agents. Wrote paper on methodological difficulties encountered in survey.

Community Development Worker/Nutrition Educator. United States Peace Corps, Balaka, Malawi. January 1967 to November 1968.

Conducted pilot community development and nutrition education program for more than 500 women in 20-village area of rural Malawi. Carried out economic, social, and nutritional evaluations of village families; analyzed determinants of malnutrition in area; followed up women with malnourished preschool children (home visits, group discussions, peer teaching, cooking demonstrations); conducted weekly child welfare clinic in government hospital (detection of malnutrition, immunization, treatment of eye disease). Organized women's groups for community development. Compiled statistics on morbidity and mortality in village families. Learned village histories; developed familial relationships with chief's family in own village; developed professional relationships and information exchanges with female traditional practitioners; studied female initiation rites.

Developed visual aids for nutrition education in conjunction with simple songs aired by Malawi Broadcasting Company for use among nonliterate rural women; presented these materials at nationwide public health conference, Maly 1968.

Conducted evaluation of impact of nutrition program in 20-village area.

Edited bi-monthly nutrition education and community development journal for Ministry personnel, community development workers, and Peace Corps volunteers.

Staff Associate. Management Sciences for Health, Boston, Massachusetts. September 1975 to present.

Worked with 50 women in grass roots rape prevention programs across United States to evolve methodologies and instruments for program evaluation. Studied internal function and structure of these organizations and their roles in community. Wrote four self-evaluation manuals for lay audience staff of similar women's groups. Wrote annotate bibliography on program evaluation for rape prevention programs.

Performed ongoing work in support of village extension worker training programs in Nepal and Afghanistan: compilation and selection of audiovisual training materials for village workers; development and evaluation of interactive learning materials for village workers in Nepal; development and evaluation of training materials for use of health workers in Nigeria, Malawi, Afghanistan, Ecuador, and Papua New Guinea; researched and helped plan village worker training project in Nepal.

Planned, implemented, and evaluated five short-term training programs: for Integrated Community Health Programme, Ministry of Health, Kathmandu, Nepal, a training-of-trainers workshop for village extension worker training staff (October 1977); for the National Center for Prevention and Control of Rape, National Institute of Mental Health, Boston, Massachusetts, an evaluation research seminar for eight women's community action groups (April 1976); for Region III, Department of Health Education, and Welfare, Philadelphia, Pennsylvania, a seminar on assessing the quality of care in health centers for staff of neighborhood health centers (October 1975); for the Massachusetts League of Neighborhood Health Centers, two workshops on quality of care assessment for staff of neighborhood health centers (1976).

Developed simple tools for assessment of quality of care in seven rural community and migrant health centers.

Supervised and counseled Ministry of Health personnel from Nepal and Afghanistan receiving short-term and graduate traineeships under AID contracts.

Administered project on integration of rural health services in Nepal.

Coordinated project providing management support to rural health services in Afghanistan.

Research Assistant. Center for Studies in Education and Development, Harvard University Graduate School of Education, Cambridge, Massachusetts. September 1972 to June 1975.

Researched and wrote background paper and proposal to World Bank on integration of nutrition, health and family economics into agricultural extension programs in developing countries. Edited and compiled book on population education in the United States and developing countries. Researched and helped write monograph on legal aspects of population and sex education.

Administered Ford Foundation funded study of secondary school science education projects in five developing countries; edited reports; translated Spanish documents; budgeted; researched; coordinated staff.

Member, Harvard Educational Review. Harvard University Graduate School of Education, Cambridge, Massachusetts. September 1974 to January 1975.

Staff Associate, Forum International. Berkeley, California. July 1970 to August 1972.

Helped plan and implement seminar on proposed environmental education university for prominent systems and operations research experts.

Managing editor of bi-monthly environmental education journal Ecosphere. Emphasis on population and development issues. Also edited and published conference proceedings, solicited articles, wrote grant proposals, wrote publicity materials.

Counselor. University of California Counseling Center, Berkeley, California. July 1970 to November 1971.

Extensive interviewing and intake counseling of clients of university agency offering vocational and personal counseling to students and university community.

PROFESSIONAL EXPERIENCE (cont.):

Groupworker, Florence Crittenton Services, San Francisco, California. April 1970 to June 1970.

Planned educational activities for 40 resident unmarried mothers in maternity home with emphasis on creative arts skills. Coordinated volunteer auxiliary staff, participated in therapeutic treatment for residents, developed group leadership skills among residents.

Tutor. University of California Tutorial Project, Oakland, California. September 1965 to June 1966.

Tutored children of low-income families in reading and mathematics.

EDUCATION:

Certificate of Advanced Studies. Harvard Graduate School of Education, Cambridge, Massachusetts. June 1975. Training in education for development, nutrition planning, evaluation research. Major papers: research methodology for consultants in developing countries, nutrition planning in Malawi, education for rural change in Malawi.

Master's in Education. Harvard Graduate School of Education. June 1974. Training in education for development, nutrition, population studies, economic development. Major papers: family life education in Ghana; education for rural women in Rwanda; education for rural women in Ethiopia.

Bachelor of Arts. University of California, Berkeley. July 1966. Major in social science: sociology, anthropology, political science.

SPECIAL TRAINING:

Questionnaire Design and Survey Research: Anderson and Berdie Associates, Washington, D.C., October 1978.

Statistical Package for the Social Sciences computer programming: Harvard University, Cambridge, Massachusetts, April-May 1975.

Peace Corps Training: Chinyanja language training, field work and interviewing, nutrition, community organization and development, cultural studies. San Diego, California, and Arecibo, Puerto Rico, August to December 1966.

Portuguese language training: Academic Language School intensive course, July-August 1978; Boston State College, September 1978 to present.

African literature: University of California Extension, Berkeley, California. May 1969.

Applied art training: Scripps College, Claremont, California (1961-1963); San Francisco Art Institute (1961).

LANGUAGES

Chinyanja/Chichewa (Malawi, Zambia, Mozambique): professional fluency (FSI4+).

Portuguese: currently studying.

Spanish: 4 years study.

French: 2 years study.

PUBLICATIONS:

- J. McCormack, S.F. Klein, and H.S. Feild. A Self-Evaluation Primer for Rape-Responsive Organizations. Washington, D.C. NIMH, in press.
- J. McCormack and S.F. Klein. A Self-Evaluation Guide for Rape-Responsive Training Programs. Washington, D.C.: NIMH, in press.
- S.F. Klein and J. McCormack. A Self-Evaluation Guide for Rape-Responsive Community Education Programs. Washington, D.C.: NIMH, in press.
- S.F. Klein and J. McCormack. A Self-Evaluation Guide for Programs Providing Services to Victims of Rape. Washington, D.C.: NIMH, in press.
- N. Hirschhorn, J.H. Lamstein, S. Klein, J. McCormack. Quality by Objectives: A Self-Instructional Manual for Ambulatory Health Centers. Boston: G.K. Hall, 1978.
- N. Hirschhorn, J. McCormack, S. Klein. Quality of Care Assessment and Assurance: An Annotated Bibliography with a Point of View. Boston: G.K. Hall, 1978.
- N. Hirschhorn, J.H. Lamstein, S. Klein, J. McCormack, T.N. Warner. "Quality by Objectives: A Model of Quality of Care Assessment and Assurance for Ambulatory Health Centers." J. of Ambulatory Care Management, I, 1 (1978).

PROFESSIONAL AFFILIATIONS:

African Studies Association  
Evaluation Research Society

PERSONAL INFORMATION:

[REDACTED] Grew up in rural California farming family. Travel: Europe, Mexico, Ghana, Nigeria, Sierra Leone, Kenya, Uganda, Tanzania, Malawi, Zambia, Mozambique. Married to Albert Medvitz, no children.

# ALBERT G. MEDVITZ

## PROFESSIONAL OBJECTIVES:

- . Research and teaching
- . Program planning, development, implementation, and evaluation.

## AREAS OF PROFESSIONAL INTEREST:

- . Scientific and educational communities in the United States and Africa.
- . Voluntary and professional associations, organizations, and institutions.
- . Formal and non-formal education in the sciences.
- . Interdisciplinary study of Sociology, Anthropology, Economics, and Political Science.
- . Appropriate Technology.

## AREAS OF PROFESSIONAL EXPERTISE:

- . Demonstrated competence and training in the social sciences: six years experience in research design, fieldwork, data preparation and analysis.
- . Extensive experience and study of the social, political, cultural, and economic aspects of science and education.
- . Extensive study of and experience in formal organizations in Africa.
- . Experience organizing and administering community education programs.
- . Consulting to educational organizations and programs in Africa and the United States.
- . Experience in curriculum development, teacher training, and supervision.
- . Thirteen years experience as a teacher in universities, secondary schools, and elementary schools in the United States and Africa.
- . Four years residence in West Africa.
- . Published author.

EDUCATION:

Harvard University, Graduate School of Education, Cambridge, Massachusetts.  
Doctor of Education (Ed.D.), expected June 1979.

Concentration in cross cultural comparative analysis of scientific and educational organizations with an emphasis on the study of professional associations. Dissertation: Teachers in Transition: A study of a voluntary professional association of science teachers in West Africa, an extensive study based on concepts of open systems sociology, career development, and the sociology of the professions which explores the processes of change and development in a science based occupation in a developing country. Dissertation based on data collected using a broad range of methodologies: survey research, participant observation, sociometry, and documentation. Fieldwork conducted as Sheldon Traveling Fellow of Harvard University. Study included extensive coursework in the Departments of Psychology and Social Relations and the History of Science (Harvard University) and the Sloan School of Management (MIT).

Harvard University, Graduate School of Education, Cambridge, Massachusetts.  
Master of Arts in Teaching (MAT) (Science), 1971.

Concentration in science and society with an emphasis on cross-cultural analysis. Major papers on the problems of technical and vocational education in Nigeria. Massachusetts State Certification at both secondary and elementary school levels.

University of California at Los Angeles. Bachelor of Science (B.S.), 1966.

Major in Physics, Minor in Mathematics. Additional emphasis on the social sciences particularly the Anthropology of Africa. Volunteer work with Professor Ken Norris (Biology) preparing porpoises for ecolocation experimentation.

ADDITIONAL TRAINING:

Woodworking, metalworking, Peace Corps training (Hausa language, cultural studies, teacher training, technical improvisation), sailing, SPSS computer programming, IBM electronic accounting equipment, affective curricula.

PROFESSIONAL EXPERIENCE:

Research:

Doctoral candidate, Harvard University Graduate School of Education. September 1974-March 1979.

Management, processing, and analysis of data for extensive study of Ghana Association of Science Teachers.

Sheldon Traveling Fellow, Harvard University, and Research Associate, Science Education Programme for Africa, Accra, Ghana. September 1973-September 1974.

Research design and field work, including participant observation, document collection, surveys, and sociometry in the study of the Ghana Association of Science Teachers.

Consultant, Educational Development Corporation, Newton, Massachusetts. November 1974 and April 1975.

Edited taped interviews for evaluation of East African Regional Mathematics Program. Searched for and selected materials for sourcebook for African teacher training.

Research Assistant, Harvard University, Graduate School of Education, Cambridge, Massachusetts. September 1972 to September 1973.

Assisted Robert Maybury, UNESCO, Nairobi, on study of science education programs in Lebanon, Turkey, Argentina, Brazil, and the Philippines. (Published as special edition of Science Education, Winter, 1975.)

Research Assistant, Harvard University, Graduate School of Education, Cambridge, Massachusetts. June 1973 to September 1973.

Bibliographic research for Professor Fletcher Watson to develop graduate course on planning, design, and implementation of large scale curriculum development projects.

#### Administration and Program Development:

Consultant. Massachusetts State College System, Boston, Massachusetts. November 1974 to September 1975.

Assisted planning committee of the International Science Teacher Education Program, program held in England for American students of science teaching.

Visiting Research Fellow, Ghana Association of Science Teachers, Accra, Ghana. October 1973 to September 1974.

Served on committees to develop new administrative and communication structures of a teachers professional association.

Consultant. Pointer, Ltd., Accra, Ghana. March 1974 to September 1974.

Assisted Ghanaian firm in planning and administering in-country Peace Corps training program.

Program Director, Roxbury-Belmont Summer Program, Belmont, Massachusetts. April 1971 to September 1971.

Staffed and administered bi-racial summer enrichment program.

Campaign Coordinator, Committee to Elect Earl Lewis Sheriff of Santa Clara County, San Jose, California. January 1970 to June 1970.

Organized primary election campaign, including fundraising, for political candidate.

#### Curriculum Development:

Member of development group. Department of Science Education, Harvard University Graduate School of Education, Cambridge, Massachusetts. Spring 1975.

Designed Harvard Summer School course to assist administrators and science coordinators in improving curriculum decision making capabilities.

Consultant. Pointer, Ltd., Accra, Ghana. March 1974 to September 1974.

Assisted Ghanaian firm in designing and implementing in-country teacher training program for Peace Corps volunteers.

Program Director. Roxbury-Belmont Summer Program. Belmont, Massachusetts. April 1971 to September 1971.

Designed and implemented bi-racial community-sponsored summer enrichment program.

Senior Science Master, Federal Government College, Sokoto, Nigeria. January 1967 to December 1969.

Designed and developed science course, including book and teacher's guide, for grades 7 and 8 (1st & 2nd forms) using process pedagogy and local materials.

Teaching:

Instructor, Boston University, College of Basic Studies, Boston, Massachusetts. September 1978 to present.

Taught introductory course in the physical sciences.

Teaching Fellow to Professor Everett Mendelsohn. Harvard University, Department of the History of Science, Cambridge, Massachusetts. September 1975 to February 1976.

Assisted in teaching undergraduate course, "The Social Context of Science".

Science Teacher, Belmont Day School, Belmont Massachusetts. September 1972 to June 1973.

Taught 4th, 5th, and 6th grades.

Middle grades teacher. Lincoln School, Winchester, Massachusetts. September 1971 to April 1972.

Intern science teacher to 5th, 7th, and 9th grades. Shady Hill School, Cambridge, Massachusetts. September 1970 to June 1971.

Volunteer science teacher to 2nd grade taught at Harvard University Graduate School of Education. Peabody School, Cambridge, Massachusetts. October 1970 to September 1971.

Senior Science Master. Federal Government College, Sokoto, Nigeria. January 1967 to December 1969.

Peace Corps teacher of physics, mathematics, and chemistry to grades 13 and 14 (sixth form); science and mathematics to lower secondary grades.

Other Professional Activities:

Tutor, Department of History of Science, Harvard University. September 1978 to present. Leading junior seminar, "Science in the Third World with a Special Emphasis on Africa".

Co-organizer of and keynote speaker at conference to bring together prominent science educators and Peace Corps personnel to explore future program possibilities, April 1978.

Planning research agenda for the study of science based occupations in Africa with Director of the Institute d'Histoire et de Sociopolitique des Sciences, Universite de Montreal, 1977 to present.

Organized and participated in weekly seminars for students in history of science and science education and others for discussions about science and technology in developing countries, 1976-1977.

Member of first international committee of Evaluation Research Society.

Gave public lectures on the social aspects of science to senior civil servants and educators in Sokoto, Nigeria; gave illustrated lectures about Nigeria to schools and community groups in the United States.

Experienced in organizing and leading youth groups: housemaster, athletic coach, patron of science and photographic societies in Nigeria; athletic coach at Shady Hill School; student supervisor at Rieber Hall dormitory, UCLA.

PUBLICATIONS AND WRITINGS:

- "Common but Constraining Assumptions about Science and Education in the Third World and Their Implications for Cooperation with the Peace Corps". A keynote address to the joint AETS-Peace Corps Conference, April 4-5, 1978. In Report of Joint AETS-Peace Corps Conference, "Science Education in the U.S. and Developing Countries: Common Problems, Common Opportunities (April 4-5, 1978, Washington, D.C.)". Peace Corps, Washington, D.C.
- With Fletcher G. Watson, "The Effects of Professional Associations on Science Teaching," 1978 Yearbook of the Association for the Education of Teachers in Science, ERIC, 1978.
- "Comet Kohoutec," Journal of the Ghana Association of Science Teachers, Vol. 15 (January 1974): 19-23.
- Science, Pedagogy, and Change in West Africa, unpublished Student Qualifying Paper, Harvard University Graduate School of Education (Gutman Library), 1973.

INVITED PAPERS:

- "Perspectives on the Study of Science in Africa," delivered at the Institut d'Histoire et de Sociopolitique des Sciences, Universite de Montreal, January 1977.
- "Institutionalization: a deliberate strategy for the development of voluntary professional associations of science teachers," used by working group on the organization and operation of science teachers associations at the international Twentieth Anniversary Conference and Workshop of the Ghana Association of Science Teachers, Accra, Ghana, November 1975.

PROFESSIONAL AFFILIATIONS:

African Studies Association  
American Sociological Association  
American Association for the Advancement of Science  
Comparative and International Education Society  
Society for the Social Studies of Science  
National Science Teachers Association  
National Science Teachers Association  
American Association of Physics Teachers

PERSONAL INFORMATION:

██████████ ██████████ ██████████ ██████████ Lifelong participation in organized and informal athletics. Extensive travel in Africa and Europe. Married to Jeanne McCormack, public health consultant.

REFERENCES:

Available upon request from:

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