

Batch 70

5110450-3  
15 SEP 1978

PO-AAA-071-E1

AGENCY FOR INTERNATIONAL DEVELOPMENT <b>PROJECT PAPER FACESHEET</b>		1. TRANSACTION CODE <input type="checkbox"/> A ADD <input type="checkbox"/> C CHANGE <input type="checkbox"/> D DELETE		PP
3. COUNTRY/ENTITY Bolivia		2. DOCUMENT CODE 3		
4. DOCUMENT REVISION NUMBER <input type="checkbox"/>		7. PROJECT TITLE (Maximum 40 characters) Educational Management and Rural Dvl.		
5. PROJECT NUMBER (7 digits) <input type="checkbox"/> 511-0450 <input type="checkbox"/>	6. BUREAU/OFFICE A. SYMBOL LAC B. CODE <input type="checkbox"/> 5 <input type="checkbox"/>		9. ESTIMATED DATE OF OBLIGATION A. INITIAL FY <input type="checkbox"/> 714 B. QUARTER <input type="checkbox"/> C. FINAL FY <input type="checkbox"/> 719 (Enter 1, 2, 3, or 4)	
8. ESTIMATED FY OF PROJECT COMPLETION FY <input type="checkbox"/> 719 <input type="checkbox"/>				

A. FUNDING SOURCE	XIMEX FY 74-77			LIFE OF PROJECT		
	B. FX	C. L/C	D. TOTAL	E. FX	F. L/C	G. TOTAL
AID APPROPRIATED TOTAL						
(GRANT)	( 1,529 )	( )	( 1,529 )	( 2,129 )	( )	( 2,129 )
(LOAN)	( )	( )	( )	( )	( )	( )
OTHER U.S. 1. 2.						
HOST COUNTRY						
OTHER DONOR(S)						
TOTALS	1,529		1,529	2,129		2,129

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. 1ST FY 74-77		H. 2ND FY 78		K. 3RD FY 79	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	I. GRANT	J. LOAN	L. GRANT	M. LOAN
(1)				1,529		175		425	
(2)									
(3)									
(4)									
TOTALS				1,529		175		425	

A. APPROPRIATION	N. 4TH FY		Q. 5TH FY		LIFE OF PROJECT		12. IN-DEPTH EVAL. SCHEDULED  MM YY
	O. GRANT	P. LOAN	R. GRANT	S. LOAN	T. GRANT	U. LOAN	
(1)					2,129		
(2)							
(3)							
(4)							
TOTALS						2,129	

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		15. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION	
SIGNATURE		DATE SIGNED	
TITLE Daniel A. Chaij, Acting Director USAID/Bolivia		MM DD YY	
		MM DD YY	

AUG 21 1978

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR (LAC)

FROM: LAC/DR, John A. Sanbrailo

Problem: To approve an additional \$175,000 in grant funding for the Educational Management and Rural Development Project in Bolivia (No. 511-0450), and to extend the life of the project to December 31, 1979.

Discussion: The project initially was funded in FY 1975 as a \$1.529 million companion grant to the \$9.65 million FY 1974 Educational Management and Instructional Development loan to support administrative reform in the Ministry of Education and Culture (MEC) of the Government of Bolivia (GOB). The loan was authorized on June 20, 1974 and the grant on July 8, 1974. The loan and grant agreements were signed with the GOB in August, 1974 and November, 1974 respectively. The disbursement period of the grant was to have been through FY 1978. The terminal disbursement date of the loan was December 31, 1978, later extended by the Mission to December 31, 1979.

The purpose of the overall loan/grant project is to improve the functional efficiency in the MEC and prepare the institutional base at the national and departmental levels for reform of rural education. Initially, the grant was to have been used to provide only technical assistance and related costs in support of the reform program. Subsequent changes in the use of the grant reduced the amount available for the project to \$1,132,199 (see TAB C).

To implement the grant, the GOB signed a contract in July, 1975 with the Academy for Educational Development (AED) to provide long and short-term (i.e., grant and loan-financed respectively) technical assistance to MEC. The 26-month contract provided 187 person-months of long-term assistance, 26 person-months of short-term assistance and home office support for a total cost of \$1,034,950. The contract was amended three times to provide an additional 22 months of long-term assistance and to extend the contract through December, 1977; the additional 22 months of assistance increased the total cost to \$1,100,124, of which the grant-financed portion totalled \$782,199.

A fourth amendment was signed in December, 1977 to provide an additional 147 person months of long-term assistance and additional home office and local support costs and to extend the AED contract to December, 1979. The total cumulative cost of the contract was increased thereby to \$2,269,174, including \$1,867,249 to be financed under the grant (approximately \$735,000 in excess of funds available under the grant).

In December, 1977, USAID Bolivia submitted a request to extend the life of the grant to December, 1979 and increase the amount by \$735,000 to finance the short-fall in funding the AED contract. However, in light of the slow rate of progress in the implementation of the loan/grant project, the Mission was requested to submit a more complete analysis of the overall project.

In response to the above, the Mission prepared a detailed evaluation report in April, 1978 (TAB C) and a Project Paper Amendment for extending the amount and life of the grant project (TAB B and TAB C).

The evaluation and PP Amendment indicate that extended delays in all procurement elements of the project have slowed significantly the rate of utilization of the loan and grant. As of May 31, 1978, the loan was 24 percent committed (\$2.3 million) and 16 percent disbursed (\$1.5 million). To accelerate procurement actions, a timetable for commitment of funds has been established. The Mission estimates that by the end of December, total commitments should reach \$7.8 million (80%) and disbursements \$3.0 million (30%).

Concerning the "softer" elements of the loan/grant project (decentralization of Ministry functions, professional development, training, planning and evaluation, information management, financial administration, and instructional materials) progress to date has been slower than expected but there has been considerable improvement during the past six months.

The request and rationale for increased grant funds is based on a desire to achieve the original objectives of the program. It is generally agreed that the original program underestimated the complexities and difficulties involved in an administrative reform and, therefore, underestimated the need for long-term technical assistance. Several other factors also account for the need to extend the time and increase the amount of grant funded technical assistance including long delays in the completion of project facilities, delays in signing the original AED contract and ineffectiveness of the MEC implementing unit. In addition to these factors, the extension of the grant project is necessary to provide the increased amount of technical assistance believed necessary to accomplish the overall end-of-project objectives and to accommodate the escalation of costs per person-year of technical assistance.

In conjunction with the preparation of the PP Amendment, MEC, AED, and the Mission reviewed the technical assistance requirements contained in AED Contract Amendment 4 discussed above in order to reduce them to the absolute minimum necessary to achieve the objectives

of the project. The conclusion of the review was that 108 work months (beginning in January 1978) would be sufficient thereby reducing the amount of the required increase in grant funding to \$600,000. Of that total, the Mission requests that \$175,000 be made available in FY 78. The Mission estimates that current grant funds under the project will be exhausted in September and technical services under the AEC contract will terminate unless additional funds are made available. The requested FY 78 funds will finance the AED contract through the first quarter of FY 79. The additional \$425,000 necessary to finance the grant-funded portion of the AID contract will require a second amendment to the grant authorization to be processed in FY 79. Prior to approval of the FY 79 grant amendment, the Mission will be requested to furnish supplemental information to confirm continued progress in project implementation.

The results of the evaluation and analysis contained in the PP amendment indicate that despite earlier delays and implementation problems, there is a reasonable expectation that the loan/grant project will achieve most of the original project objectives within the extended terminal disbursement date of the loan and with the extension of the grant project to December 31, 1979, including increased life of project financing of \$600,000 to a new total of \$2,129,000. The involved offices within the LAC Bureau have reviewed and concur in the Mission's request.

The request for an additional \$175,000 in grant funds is within the amount proposed for the project in the FY 78 Congressional Presentation. No Advice of Program Change, therefore, will be required.

Recommendation: That you approve the extension of the life of the project to December 31, 1979 and an increase in grant funding of \$175,000 by signing the attached Grant Authorization Amendment (TAB A).

Attachments: TAB A - Grant Authorization Amendment  
TAB B - Project Paper  
TAB D - La Paz 6421  
TAB C - Evaluation Report

LAC/DR:TBrown :gah:8/16/78:2

DEPARTMENT OF STATE  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D. C. 20523

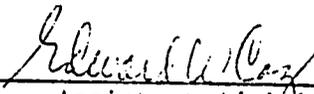
ASSISTANT  
ADMINISTRATOR

GRANT AUTHORIZATION (AMENDMENT)

Name of Country: Bolivia  
Name of Project: Educational Management and  
Rural Development  
Project Number : 511-0450

Pursuant to the authority vested in me as Assistant Administrator, Bureau for Latin America and the Caribbean, by the Foreign Assistance Act of 1961, as amended, and the delegations of authority issued thereunder, I hereby amend the Non-Capital Project Paper, dated July 8, 1974 (the "PROP"), which authorized a grant of One Million Five Hundred Twenty-Nine Thousand United States Dollars (\$1,529,000) for the Educational Management and Rural Development project in Bolivia, as follows:

1. The amount of the grant is hereby increased by One Hundred Seventy-Five Thousand United States Dollars (\$175,000) during FY 1978, subject to the availability of funds in accordance with A.I.D. allotment procedures.
2. The life-of-project is hereby extended until December 31, 1979.
3. Except as expressly modified hereby, the PROP remains in full force and effect.

  
Assistant Administrator  
Bureau for Latin America and the  
Caribbean

August 21, 1978  
Date

Clearances:  
GC/LAC, JLKessler \_\_\_\_\_ Date \_\_\_\_\_  
LAC/SA, RBurke RS \_\_\_\_\_ Date \_\_\_\_\_  
LAC/DR, TBrown (draft) \_\_\_\_\_ Date \_\_\_\_\_  
LAC/DR, RMartin(draft) \_\_\_\_\_ Date \_\_\_\_\_  
LAC/DR, JSanbrailo \_\_\_\_\_ Date \_\_\_\_\_

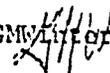
GC/LAC, GMW/for: jlo:8/14/78  


TABLE OF CONTENTS

	<u>Page</u>
I. Background	1
A. Project Summary	1
B. Technical Assistance Contract	5
C. Current Status of Project	6
II. Description of Amendment	9
A. Rationale for Increased Grant Funding	9
B. Projected Use of Additional Grant Funds	10
C. Recommendation	12
Annex A: Original Summary of Technical Assistance Requirements	
Annex B: Revised Loan Budget	

\*\*\*\*\*

PROJECT PAPER AMENDMENT

EDUCATION MANAGEMENT AND INSTRUCTIONAL DEVELOPMENT

I. BACKGROUND

A. Project Summary

The Capital Assistance Paper (CAP) and the Non Capital Project Paper (PROP) for this project, prepared in the spring of 1974, recommended that a loan of \$ 9,650,000 and a grant of \$ 1,529,000 be made to the Government of Bolivia (GOB) to support an administrative reform in the Ministry of Education and Culture (MEC). The loan was authorized on June 20, 1974, and the grant on July 8, 1974. The loan and grant agreements were signed with the GOB in August 1974 and November 1974 respectively. The disbursement period of the grant was to have been through FY 1978. The terminal disbursement date for the loan was established at December 31, 1978, but later extended by the Mission to December 31, 1979.

A summary of the Project, taken from the CAP, follows:

Objectives. The goal of the Project is to help the Bolivian Government create a more efficient and equitable public education system. The specific purpose is to support the implementation of an administrative reform in the Ministry of Education concentrating on (1) strengthening its organization for administration and instructional development, its financial base, and its performance in the areas of information management, budgeting, program and policy planning, and (2) providing a basic decentralized organizational structure required to move key management functions and instructional support services closer to the people served by the education system. Administrative reform of the entire system as well as increasingly decentralized services have been identified as important factors in the carrying out of effective programs for improved rural education.

Project Description. Through basic project inputs of grant and loan-funded technical assistance, training, construction, equipment and publications, the Project will focus on increasing and bettering the educational services provided to students and teachers through the improvement of efficiency and quality of the Ministry's delivery system. The direct recipients of project activities are the administrators of the system, including school directors and field supervisors who are to

play key instructional leadership roles in education; district level personnel who will be separated into and trained either for administrative or technical-pedagogical support functions; and central ministry personnel, who will be trained and supported in improved overall system management - most particularly in the areas of research and planning, policy and program formulation, information and financial management, facilities construction and maintenance, materials production and distribution, and ongoing in-service training for professional and technical personnel.

"The Project is best described by project components, according to the functions of educational administration which are being developed or strengthened as a result of project inputs.

"1. District Educational Development Centers

Develop and establish on the District (Department Capital) level a system of services in basic administration and instructional development support required by all teachers and students in any one Department.

"2. Professional Development and Certification for Administrators

Create an ongoing capability in the Ministry to provide training programs for educational administrators. Two Training Institutes for Administrators will be established which will have the responsibility to design, implement, and evaluate training programs for local school directors, field supervisors, district directors and their staff, and central Ministry personnel.

"3. Planning and Evaluation

Strengthen the capacity of the Ministry's Planning Office to: (a) perform overall program planning and analysis; (b) identify needs for and conduct policy and financial research and coordinate technical research; (c) assist in the preparation of program budgets; (d) administer the Ministry's Planning Information System; and (e) extend evaluation concepts and practices throughout the Ministry. Project activities will concentrate in the provision of grant and loan-funded TA and training in the areas of organization and management, rural education planning, monitoring and evaluation.

" 4. Research and Analysis

Through the design and execution of research studies identified now as important for management efficiency and future programming, help create an institutional capability for the use of research in both program planning and instructional development activities. Project activities will

provide: (a) TA for research design and study management; and (b) the financing of actual research costs.

"5. Information Management

Facilitate the gathering, analysis, delivery and utilization of statistical information. Project activities will provide TA and procure equipment for the design and implementation of an information management system relating to routine management information flows and the application of statistical information to the planning process.

"6. Financial Management

Improve the quality and responsiveness of the budgetary process within the Ministry through the design and installation of a program budgeting system in its Finance Office. Project activities will finance the costs of technical assistance, training, and limited system equipment.

"7. Curriculum and Instructional Materials

Lay the institutional base for a continuing "relevancy reform" of the substance of education. This includes strengthening the capacity of the Ministry's Curriculum Laboratory to: (a) do research and revise Curriculum; (b) efficiently design, produce, and distribute a variety of instructional materials, (c) develop a comprehensive language-arts program, with an orientation to helping the two-thirds of the population who do not speak Spanish learn the official language more effectively; and (d) become more familiar with non-formal/non-traditional approaches in Education.

"8. Educational Facility Planning

Establish within the Ministry of Education the capability to: (a) coordinate and control school construction; (b) conduct facility demand analyses; (c) design and inspect facilities, and maintain educational physical facilities. Project activities will provide basic TA to assist the Ministry to develop such functional capabilities.

To accomplish the activities described above the Project will finance: (1) the construction of nine District Centers and renovation and additional construction for two Training Institutes for Administrators; (2) vehicles and office, education, and technical equipment for the Centers, Training Institutes and for comprehensive information and financial

management systems; (3) technical assistance for research, specialized office organization and management, and information and financial systems development and implementation; (4) in country, U.S. and third country training for all personnel affected by administrative reform activities; (5) publication costs of administrative and other training manuals, pilot project materials, new textbooks and teachers' guides, and lower-cost educational materials.

"Project Cost. The approximate cost of the total Project is estimated at \$ 16.6 million with a GOB input (including community contributions) of \$ 5.4 million representing 32.5% of the total cost; an AID Loan of \$ 9.65 million or 58% of the project value; and an AID grant of \$ 1.5 million representing approximately 9.5% of the total project. During the disbursement period of the Loan, other donors will contribute approximately \$ 450,000 worth of technical assistance to the Ministry in the area of educational planning particularly for the rural area. This financing has not been included as part of the Project costs.

SUMMARY FINANCIAL PLAN AND COST ESTIMATE

(US\$ 000)

Utilization of Project Funds	AID Loan	AID Grant	GOB Contribution	Total	Other Donors
1. District Centers	6,092	259	1,022	7,373	-
2. Professional Development, Administration Institutes	760	152	232	1,144	-
3. Planning and Evaluation	150	338	14	502	450
4. Research and Analysis	354	149	81	584	-
5. Information Management	587	152	130	869	-
6. Financial Management	158	123	67	348	-
7. Curriculum and Instruction Materials	1,451	107	470	2,028	-
8. Educational Facility	98	21	14	133	-
9. Project Administration and Implementation	-	228	3,383	3,611	-
TOTAL	9,650	1,529	5,413	16,592	450

"Project Administration

1. Implementation Responsibility

The Ministry of Education has designated the Consejo de Racionalizacion Administrativa (CRA) as the ministerial unit responsible for Project implementation and coordination. This Consejo is a group of administrative experts originally contracted by the Ministry in February 1972 to study and design an Administrative Reform plan for the MOE. CRA has now been established as a semi-autonomous unit within the Ministry, with the explicit purpose of implementing the Reform."

"During the disbursement period of the Loan approximately 36 man-months of grant-funded technical assistance (one full-time advisor) will be afforded CRA for the purposes of over-all project implementation and coordination of all grant and loan-financed TA to the Project.

"2. Coordination with Grant-Funded Program

USAID is proposing, in addition to the Loan, a \$ 1,529,000 grant as a part of total project financing. The activities financed by the grant, which are an integral part of project execution, include: (1) up to six short-term consultants during FY 1975 whose specific expertise is relevant to initial implementation of the Loan; (2) at least ten long-term advisors (six months and over) during the life of the Project, for both the purposes of the reform and for the provision of expertise required to lay the base for the multi-year effort in rural education; and (3) short-term participant training as it relates to USAID's longer term interest in rural education. The AID Loan will finance all short-term consultants (under six months) during FY 1976-1978, as well as short-term consultants not immediately required in FY 1975 and all foreign short-term and academic training required for the administrative reform." \*

B. Technical Assistance Contract

In July, 1975, the GOB signed a 26-month contract (through September, 1977) with the Academy for Educational Development to provide long- and short-term (i.e. grant and loan funded respectively) technical assistance personnel services to CRA. The contract provided for 187 work months of long-term TA, 26 work months of short-

---

\* CAP AID-DLC/P-2036, pp. i - vii

term TA, 18 work months of home office support and local administrative support at a cost estimated at \$ 1,034,950. The contract was amended three times to provide an additional 22 months of long-term TA and to extend the contract through December, 1977; the additional 22 months of TA increased the total cost to \$ 1,100,124.

A fourth amendment was signed in December 1977 to provide an additional 147 work months of long-term TA, 36 work months of home office support and local administrative support. This amendment increased the cost of the contract by \$ 1,169,050 for a new total cost of \$ 2,269,174 and extended the contract through December 1979. However, since the original grant only provided \$ 1,529,000 for TA, there will be a shortfall if the entire grant funded requirements of amendment 4 are to be met. These requirements are discussed further in Section II. The table below summarizes this information.

COST AND WORK MONTHS OF SERVICES

	Per Original CAP and PROP	Original Contract	Amendments 1, 2, & 3	Amendment 4
Long-term TA (wm)	252 G*	187	22	147
Short-term TA (wm)	99 L*	26	-	-
Home office support (wm)		18	-	36
Sub-Total (wm)	351	231	22	183
Cost (\$)	658,000 L 1,529,000 G	1,034,950	65,174	1,169,050
Contract expiration date		9/23/77	12/31/77	12/31/79

\* See Annex A for detailed breakdown.

C. Current Status of the Project

As of May 31, 1978, the loan has disbursed \$ 1.5 million, or 16%, and committed \$ 2.3 million or 24%. The following table summarizes the commitments and disbursements according to the project's financial plan.

Project Element	Loan Budget	5/31/78	
		Committed	Disbursed
District Educational Development Centers	6,092	992	725
Professional Development for Administrators	760	649	261
Planning and Evaluation	150	55	55
Research and Analysis	354	238	165
Information Management	587	43	43
Financial Management	158	81	51
Curriculum and Materials Development	1,451	177	128
Educational Facility Planning	98	89	74
TOTAL	9,650	2,324	1,502

As can be seen from the above table, the three major categories not committed or disbursed are District Educational Development Centers (\$ 5.100 million uncommitted and \$ 5.367 million undisbursed); Information Management (\$.544 million uncommitted and undisbursed); and Curriculum and Materials Development (\$ 1.274 million uncommitted and \$ 1.323 million undisbursed). These categories have \$ 6.918 million in uncommitted and \$ 7.234 million in undisbursed funds.

- In the case of the Development Centers (CEDEDS), the CAP called for the construction of nine CEDEDS. Due to delays in beginning this construction, plus unforeseen inflation, the MEC estimates that only five or possibly six CEDEDS can be built. (This will depend on the results of the bids for construction of the first five.) The construction contracts for the CEDEDS at Potosí and Cobija should be signed by August 31; and bids for the CEDEDS at Santa Cruz, Cochabamba, and Tarija are scheduled to be open July 10, evaluated during July and also signed by August 31.

Thus, contracts for construction of all of the CEDEDS are expected to be awarded by August 31, which means that about \$ 4.5 million can then be committed. The construction should be completed by the December 31, 1979 TDD.

- In the case of Information Management, CRA and MEC have recently prepared a plan for purchase of about \$ 500,000 of data processing equipment. Pending a final MEC decision and AID/W approval of a request for sole source procurement of this equipment, these funds should be fully committed by August 31 and disbursed by October 31.

- In the case of Curriculum and Materials Development, procurement of a rotary press and related equipment and supplies at a cost of \$ 450,000 is pending. The Letter of Commitment should be opened by July 15 and the press shipped almost immediately thereafter.

In summary, by August 31, an additional \$ 5.45 million should be committed for these three major categories alone. Further, by December 31, the Mission projects total commitments and disbursements for the entire program at \$ 7.8 million and \$ 3.0 million, respectively.

Concerning the "softer" elements of the program, progress to date has been slower than expected, but there has been considerable improvement during the past six months; by the end of project, most of the original objectives are expected to be met. For example:

- District Centers: Despite the fact that construction of CEDEDS has not yet begun, district centers in Sucre, Santa Cruz, Cochabamba, Potosí, and Tarija are beginning to function; training has occurred and the staff is operating to some degree in rented or borrowed facilities. Training programs for the GOB personnel who are expected to staff the centers are ongoing and will continue through the end of the project.

- Professional Development: Curriculum training workshops for 250 supervisory personnel have occurred and will continue in the future. The staff for the training institutes at Tarija and Sucre are receiving training. Also 60 Bolivians have been trained in the field of administration at the University of New Mexico.

- Training Laboratories: The training laboratories, which will eventually train 1,800 Bolivians in the areas of planning, evaluation, guidance, supervision, and educational technology, got underway in Sucre, Cochabamba, and Santa Cruz; 250 participants received training in this first round.

- Planning and Evaluation: A new reorganization plan for the General Directorate of Planning has recently been approved by the Minister. Also a new personnel and salary schedule which decentralizes the assignment and payment of teachers to the departmental level has been functioning for almost 12 months.

- Information Management: Designs of four information systems- financial data, student data, teacher data, and physical assets inventory data- have been drafted. CRA and MEC have agreed to the purchase and installation of mini-computers in each of the CEDEDS as well as a larger computer for central ministerial needs. This will further decentralization efforts at the departmental level by providing departmental personnel with essential managerial information.

- Financial Administration: Workshops for participants have been conducted and will continue in order to teach supervisors, at various levels, how to prepare basic budgetary plans.

- Instructional Materials: Fifteen issues of the bi-weekly bulletin Educación Docente have been published. Each edition published 2,000 copies.

Before the project's completion, it is expected that CRA and the AED team will train a total of about 1,800 persons through nine different workshops and seminars.

## II. DESCRIPTION OF AMENDMENT

### A. Rationale for Increased Grant Funding

The request and rationale for increased grant funds is based on a desire to achieve the original objectives of the program, namely an administrative reform within MEC to be carried out by (1) strengthening its overall management and (2) through decentralization of its services. It is generally agreed that original program underestimated the complexities and difficulties involved in an administrative reform and, therefore, that the need for long-term TA (estimated in the PP at 252 work months) was also underestimated. The new life of project long-term TA requirement is 317 work months. Several other factors also account for the need to extend the time and increase the amount of grant funded TA:

- Long delays in CEDED design and construction: It was originally envisioned that construction of the CEDEDs should be completed during 1977. It now appears that construction will not be completed until 1979. This means that a number of the CRA personnel trained by the previous TA team earlier in the program have moved to other jobs or are no longer available to work in the CEDEDs. These delays lead to disillusionment among the CRA and AED personnel and the program faltered. Further, one of the major functions of the TA team is training - five of the six TA team members are actively involved in actual training activities or preparation of training materials. Both CRA and the Mission agree that this training should continue through December 1979. If it does not, CRA will have the physical facilities but a shortage of trained personnel.

- Long delays in signing original AED contract: It took one year from the time AED was declared the preferred contractor to actually negotiate and sign the contract. As a result, TA personnel originally scheduled by AED were not available, and some of the personnel substituted by AED were not of sufficiently high caliber to perform their respective scopes of work. Relations between CRA and the AED team deteriorated, time was lost and work was not accomplished. Amendment 4, signed in December 1977 provided for new personnel including a new chief of party and relations and progress toward objectives have improved markedly. (See Project Evaluation Report, June 2, 1978.)

- Ineffectiveness within CRA: Numerous personnel changes, including its director, have occurred within CRA since the program's inception. As stated above, morale problems and disillusionment over the program's lack of progress led many of CRA's good personnel to resign or change jobs, thereby disrupting what progress had been made. Also, the Minister of Education replaced the previous director of CRA about a year ago. The present director is a man with considerably more experience and has the respect and confidence of his own staff as well as other people in MEC. Morale has greatly improved and within the past 6-8 months noticeable progress toward objectives has been made.

- Project extension: The project has been extended one year in order to allow more time to accomplish end-of-project objectives. This extension will add 65 person months of long-term technical assistance to the original grant estimates.

- Increased TA cost: Costs per person year of technical assistance have escalated from the \$ 73,000 estimate in the Project Paper to the current rate of almost \$ 90,000.

#### B. Projected Use of Additional Grant Funds

As discussed in Section I above, Amendment 4 provides for 147 work months of long-term TA. Subsequently, in preparation for this Amendment, CRA, AED, and the Mission reviewed these requirements in order to reduce them to the absolute minimum necessary to achieve the objectives of the project. The conclusion of this review was that 108 work months (beginning in January 1978) would be sufficient. The table below summarizes the requirements and reconciles grant funding needed. The additional GOB contribution to continuous budgetary support of the project for one additional year is estimated at \$ 250,000.

	<u>Work Months and Funding</u>	
	<u>Grant</u>	<u>Loan</u>
TA Advisors - Long Term		
Educational Administration - Chief of Party	24	
Professional Development Officer	24	
Information Management	24	
Curriculum Development	12	
Financial Management	24	
Planning	—	<u>14</u>
Sub-Total	108 <u>1/</u>	14
TA Advisors - Short Term (Audio-Visual)		12
Home Office Support	24	
Local Personnel		189
Revised life of project total grant requirements	\$ 2,129,000	
Original grant funds authorized	<u>1,529,000</u>	
New grant requirement (including \$ 15,000 contingency) <u>2/</u>	<u><u>\$ 600,000</u></u>	

- 1 Of the 108 work months required, about 30 have elapsed due to the fact that the advisors arrived in January 1978.
- 2 That is, funds needed to carry Amendment 4 of the AED contract to a completion date of 12/31/79. Based on funds presently available of \$ 107,000 (\$ 1,529,000 less accrued expenditures to date of \$ 1,422,000) the AED contract is presently funded through early September.

Scopes of work and time required for these advisors are as follows:

1. The Chief of Party is needed until December 1979 to coordinate the work of his team with that of CRA. He must work closely with the Director General of Planning, the Director General of Education, and the Director General of Administration. He coordinates project activities with the offices of the two Subsecretaries of Education. He evaluates progress and monitors all phases of the project (24 months).

2. The Professional Development (Training) Officer is vital in the conduct of the entire project. He helps to plan, conduct, and evaluate courses on all aspects of the educational reform.

Specifically, he works with the development of the CEDEDs and other training courses for professional development. He also assists in development of materials for the future management of CEDEDs (24 months).

3. The Advisor on Information Management has arrived at a critical moment. He is advising on a study of data needs and on the kind of hardware and software needed to handle the basic information/communication system. He will direct the training of personnel in the data management and help to see the basic computer programs are developed and operational (24 months).

4. The Curriculum Development Advisor advises and coordinates with the curriculum group of the General Directorate of Education. She assists in the development of textbooks and related materials. She is responsible for the bidding and other actions related to textbook printing and distribution, and will also head the team to train teachers on the use of the textbooks (12 months).

5. The Financial Management Advisor is involved in two aspects crucial to the success of the project. He works within the MEC to improve MEC's internal fiscal affairs. He also evaluates and trains those working or planning to work in the SIDAs (24 months).

6. The Planning Advisor is responsible for working directly with the Director General of Planning with relation to reform within the Directorate General of Planning, and on the overall planning of activities within MEC conducted by CRA. He coordinates with the Coordinator of CRA in the planning and execution of workshops related to the organization and administration of CEDEDs (14 months).

7. The Audio-Visual (or Materials) Advisor's role will be filled during CY 1979 as the CEDED construction nears completion. This advisor will be funded from the short-term loan funded TA budget, thus no grant funds are needed (12 months).

C. Recommendation

That new grant funds totaling \$ 600,000 be provided in FY 1978 and FY 1979 as follows:

FY 1978	\$ 175,000
FY 1979	\$ 425,000
Total	<u>\$ 600,000</u>

Funding in FY 1978 is required because the AED contract is presently funded only through early September 1978. The \$ 175,000 requested will permit funding of approximately four additional months, by which time FY 1979 funds can be obligated to continue the contract through December 1979.

SCHEDULE OF TECHNICAL ASSISTANCE 1/

	Man - Months						Estimated Costs (US\$ 000)					
	1975	1976	1977	1978	USAID		1975	1976	1977	1978	USAID	
					Gr.	Ln.					Gr.	Ln.
<u>District Educational Development Centers</u>												
Community Education	-	12	6	-	18	-	-	76	31	-	107	-
Organization and Management	12	12	-	-	24	-	76	76	-	-	152	-
Organization and Management	-	-	4	2	-	6	-	-	21	11	-	32
Curr. Development/Materials	-	2	2	2	-	6	-	11	11	11	-	33
Student Guidance	-	2	1	1	-	4	-	11	6	6	-	23
Student Guidance *	-	10	-	-	-	-	-	4	-	-	-	-
Sub-Total	12	38	13	5	42	16	76	178	69	28	259	88
<u>Financial Management</u>												
Program Budget	8	6	-	-	14	-	55	31	-	-	86	-
Program Budget	-	-	4	-	-	4	-	-	21	-	-	21
Program Budget (CNES) *	4	4	-	-	-	-	2	2	-	-	-	-
Systems Analyst	3	-	-	-	3	-	16	-	-	-	16	-
Systems Analyst	-	3	1	-	-	4	-	16	6	-	-	22
Programmer	2	-	-	-	-	2	11	-	-	-	-	11
Programmer	-	1	1	-	-	2	-	6	6	-	-	12
Financial Reform Management	4	-	-	-	4	-	21	-	-	-	21	-
Financial Reform Management	-	4	2	-	-	6	-	21	11	-	-	32
Financial Reform Management (U-CAT)	4	4	2	-	-	-	2	2	1	-	-	-
Sub-Total	25	22	10	-	21	18	107	78	45	-	123	98

\* To be paid for by GOB or other donor.

1/ From Capital Assistance Paper

	Man - Months						Estimated Costs (US\$ 000)					
	1975	1976	1977	1978	USAID		1975	1976	1977	1978	USAID	
					Gr.	Ln.					Gr.	Ln.
<u>Information Management</u>												
Information Management Specialist	12	12	-	-	24	-	76	76	-	-	152	-
Management/Computer *	24	24	12	-	-	-	10	10	5	-	-	-
Sub-Total	36	36	12	-	24	-	86	86	5	-	152	-
<u>Planning - Evaluation</u>												
Planning Org./Administration	12	-	-	-	12	-	76	-	-	-	76	-
Planning Org./Administration	-	1	1	-	-	2	-	6	6	-	-	12
Education Financing	3	3	3	-	9	-	16	16	16	-	48	-
Efficiency/Resource/Utilization *	12	12	12	-	-	-	5	5	5	-	-	-
Develop./Planning Instruments *	18	18	18	-	-	-	8	8	8	-	-	-
Management Goal Setting	2	-	-	-	-	2	11	-	-	-	-	11
Management Goal Setting	-	1	1	-	-	2	-	6	6	-	-	12
Monitoring/Audit	3	-	-	-	-	3	16	-	-	-	-	16
Monitoring/Audit	-	2	1	-	-	3	-	11	6	-	-	17
Audit Evaluation	-	2	1	1	-	4	-	11	6	-	-	17
Communications *	13	-	-	-	-	-	5	-	-	-	-	-
Educational Plan Development	12	12	12	-	-	-	50	50	50	-	-	-
Rural Education Planning	12	12	6	6	36	-	76	76	31	31	214	-
Rural Education Planning *	12	12	12	-	-	-	50	50	50	-	-	-
Rural Education Planning *	12	12	12	-	-	-	50	50	50	-	-	-
Sub-Total	111	87	79	7	57	16	363	269	234	31	338	85

	M a n - M o n t h s						E s t i m a t e d C o s t s (US\$000)					
	1975	1976	1977	1978	USAID		1975	1976	1977	1978	USAID	
					Gr.	Ln.					Gr.	Ln.
<u>Research/Analysis</u>												
Research Management	12	6	-	-	18	-	76	31	-	-	107	-
Bol. H/R Availability*	12	-	-	-	-	-	5	-	-	-	-	-
Social Research*	24	12	12	12	-	-	10	5	5	5	-	-
Feasibility Study Communication	4	-	-	-	4	-	21	-	-	-	21	-
Feasibility Study-Mobile Units	4	-	-	-	4	-	21	-	-	-	21	-
Sub-Total	56	18	12	12	26	-	133	36	5	5	149	-
<u>Education Facilities Management</u>												
Org./Education Facilities Office	4	-	-	-	4	-	21	-	-	-	21	-
Org./Education Facilities Office	-	2	2	-	-	4	-	11	11	-	-	22
Sub-Total	4	2	2	-	4	4	21	11	11	-	21	22
<u>Professional Development</u>												
Administration of Training Centers	12	12	-	-	24	-	76	76	-	-	152	-
Administration of Training Centers	-	-	3	1	-	4	-	-	16	6	-	22
Ed. Institutional Evaluation	-	1	1	1	-	3	-	6	6	6	-	18
Decision Making	-	-	-	-	-	-	-	-	-	-	-	-
Theory Models	-	1	-	-	-	1	-	6	-	-	-	6
Instructional Leadership	-	2	-	-	-	2	-	11	-	-	-	11
Research/Evaluation of Program	-	-	-	-	-	-	-	-	-	-	-	-
Personnel/Perf. Evaluation	-	1	2	-	-	3	-	6	11	-	-	17
School Admin.-Elem./Sec.	2	-	2	-	-	2	11	-	-	-	-	11
School Admin.-Elem./Sec.	-	2	2	-	-	4	-	11	11	-	-	22
Training for Integrated Service*	6	-	-	-	-	-	2	-	-	-	-	-
Sub-Total	20	19	8	2	24	19	89	116	44	12	152	107

	Man - Months						Estimated Costs (US\$ 000)					
	1975	1976	1977	1978	USAID		1975	1976	1977	1978	USAID	
					Gr.	Ln.					Gr.	Ln.
<u>Curriculum/Instructional Materials</u>												
Audio-Lingual/Lang Arts	12	6	-	-	18	-	76	31	-	-	107	-
Audio-Lingual/Lang Arts	-	-	3	2	-	5	-	-	16	11	-	27
Social Studies	3	-	-	-	-	3	16	-	-	-	-	16
Social Studies	-	2	1	-	-	3	-	11	6	-	-	17
Mathematics	3	-	-	-	-	3	16	-	-	-	-	16
Science	3	-	-	-	-	3	16	-	-	-	-	16
Science	-	2	1	-	-	3	-	11	6	-	-	17
Research/Evaluation of Prototype Components	3	3	-	-	-	6	16	16	-	-	-	32
Modernization of MOE Printing Capacity*	6	-	-	-	-	-	3	-	-	-	-	-
Sub-Total	30	13	5	2	18	26	143	69	28	11	107	141
<u>Education Administration</u>												
Chief of Party TA Administration	12	12	12	-	36	-	76	76	76	-	228	-
TOTALS					252	99	1094	939	517	87	1529	541

REVISED LOAN BUDGET

1.	<u>District Educational Development Centers</u>	
1.	Land for sites	0
2.	Construction	3,565
3.	Engineering Services	440
4.	Contingencies	598
5.	Furniture and Office Equipment	573
6.	Educational Equipment	400
7.	Vehicles	361
8.	Motorcycles and Bicycles	0
9.	Training Activities	137
10.	Technical Assistance	92
11.	Travel and Per Diem	0
		<u>6,166</u>
2.	<u>Professional Development for Educational Administrators</u>	
1.	Land	0
2.	Construction	200
3.	Engineering	22
4.	Contingencies	33
5.	Training Activities	458
6.	Technical Assistance	109
7.	Vehicles	18
8.	Materials and Equipment	83
		<u>923</u>
3.	<u>Planning and Evaluation</u>	
1.	Development of Textbook Policy	5
2.	Evaluation of Printing Plant	1
3.	Loan Program Evaluation Plan	15
4.	Technical Assistance	129
		<u>150</u>
4.	<u>Research and Analysis for Instructional Development</u>	
1.	Equipment and Materials	43
2.	Field Research Projects	28
3.	Travel and Per Diem	0
4.	Publications	10
5.	Training Activities	37
6.	Technical Assistance	51
7.	Bi-lingual Pilot Study	108
8.	Health Pilot Studies	9
9.	Mobile Units Feasibility	25
10.	Mobile Units Equipment	20
11.	Communications Feasibility	25
		<u>356</u>

5.	<u>Information Management</u>	
1.	Equipment and Materials	468
2.	Equipment Maintenance	30
3.	Travel and Per Diem	0
4.	Publications	3
5.	Training	3
6.	Technical Assistance	40
		<u>544</u>
6.	<u>Financial Management</u>	
1.	Equipment and Materials	11
2.	Training	10
3.	Technical Assistance	107
		<u>128</u>
7.	<u>Curriculum and Instructional Materials</u>	
1.	Equipment and Materials	35
2.	Publications	906
3.	Bi-lingual Pilot Materials	30
4.	Other Instructional Materials	125
5.	Training	72
6.	Technical Assistance	144
		<u>1,312</u>
8.	<u>Educational Facility Planning</u>	
1.	Equipment and Materials	41
2.	Equipment Maintenance	5
3.	Training	3
4.	Technical Assistance	22
		<u>71</u>
TOTAL		<u><u>9,650</u></u>