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Worksheet

AID 1350-13 11-78	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country Egypt	Page 1 of 4 Pages 42
		2. PIOT No. 263-0021-2 - 80008	3. <input type="checkbox"/> Original or Amendment No. 1
		4. Project Activity No. and Title 263-0021 Development Decentralization I	
		5. PIOT/T PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	

DISTRIBUTION	5. Appropriation Symbol 72-1181006	6. Allotment Symbol and Charge 856-50-263-00-69-81
	7. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Implementing Document	8. Project Assistance Completion Date (Mo., Day, Yr.) Jan 15, 1979
	9. Authorized Agent AID/W	10. This PIOT is in full conformance with PRO/AG Date

J. Dalton  
 NE/ TECH/SP-RD

11a. Type of Action and Governing AID Handbook <input type="checkbox"/> AID Contract (HB 14) <input checked="" type="checkbox"/> PASA/RSSA (HB 12) <input type="checkbox"/> AID Grant (HB 13) <input type="checkbox"/> Other	11b. Contract, Grant, PASA, PSSA Reference Number (if this is an Amendment)
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J. Roberts  
 NE/EI

12. Estimated Financing (A detailed budget in support of column 12 is attached as attachment no. 1)

Maximum AID Financing	A. Dollars	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
					30,000
	B. U.S.-Owned Local Currency		*		
			1-500		1-500

13. Mission References  
 CAIRO 16946

14a. Instructions to Authorized Agent  
 CM/SOD is requested to amend a Participating Agency Service Agreement (TZ/EGY-025-7-77) with the U.S. Department of the Treasury for the services of Mr. Donald H. Niewiaroski, as indicated herein.  
 Unless specifically changed by this amendment, all other provisions remain the same.  
 \*Local Currency:  
 Appropriation: 72-FT-745  
 Allotment : B42-10-099-00-87-00

14b. Address of Voucher Paying Office

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

A. The project officer certifies that the specifications in the statement of work are technically adequate Grace Langley, NE/TECH/RD	Phone No. 29721	B. The statement of work lies within the purview of the initiating and approved agency programs DB	Date
	Date/7/18/78		Date
E. NE/TECH:T.Patterson		D. Funds for the services requested are available	
Date 7/21/78			

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to	17. For the Agency for International Development
Signature _____ Date _____	Signature <i>[Signature]</i> Date 7/20/78
Title _____	Title _____

## Worksheet

1. PIOT	2. Cooperating Country Egypt	3. PIOT No. 263-0021-2-80008	Page 2 of 9 pages
	4. Project Activity No. and Title Development Decentralization I - 263-0021		

## SCOPE OF WORK

THE SCOPE OF TECHNICAL SERVICES REQUIRED FOR THIS PROJECT ARE DESCRIBED IN ATTACHMENT NUMBER \_\_\_\_\_ HERETO ENTITLED "STATEMENT OF WORK".

See Continuation sheet

## 5. SPECIAL PROVISIONS

- Funds are made available for study of Arabic at post,
- A.  LANGUAGE REQUIREMENTS SPECIFY: which is desirable but not required  
IF MARKED, TESTING MUST BE ACCOMPLISHED BY AID TO ASSURE DESIRED LEVEL OF PROFICIENCY.
- B.  ACCESS TO CLASSIFIED INFORMATION  WILL  WILL NOT BE REQUIRED BY TECHNICIAN(S).  
Cleared for secret.
- C.  DUTY POST(S) AND DURATION OF TECHNICIAN(S) SERVICES AT POST(S) MONTHS  
Cairo (plus consultations in U.S. and third country site inspections)
- D.  DEPENDENTS  WILL  WILL NOT BE PERMITTED TO ACCOMPANY TECHNICIAN.
- E.  WAIVER(S) HAVE BEEN APPROVED TO ALLOW THE PURCHASE OF THE FOLLOWING ITEM(S) (COPY OF APPROVED WAIVER IS ATTACHED)
- F.  COOPERATING COUNTRY ACCEPTANCE OF THIS PROJECT (APPLICABLE TO AID/W PROJECTS ONLY):  
 HAS BEEN OBTAINED  HAS NOT BEEN OBTAINED  
 IS NOT APPLICABLE TO SERVICES REQUIRED BY PIOT
- G.  OTHER SPECIFY:

1 Development Economist (Technical Project Manager), FC 13/2  
(Equivalent to GS 15/7)  
Duration of Assignment (Man-months) 6

(In accord with AID Handbook 12, Section 1)

## 6. BACKGROUND INFORMATION (ADDITIONAL INFORMATION USEFUL TO AUTHORIZED AGENT)

## 7. SUMMARY OF ATTACHMENTS ACCOMPANY THE PIOT (INDICATE ATTACHMENT NUMBER IN BLANK)

- \_\_\_\_\_ DETAILED BUDGET IN SUPPORT OF INCREASED FUNDING (BLOCK 12)
- \_\_\_\_\_ EVALUATION CRITERIA FOR COMPETITIVE PROCUREMENT (BLOCK 14)
- \_\_\_\_\_ JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT (BLOCK 14)
- \_\_\_\_\_ STATEMENT OF WORK (BLOCK 19)
- \_\_\_\_\_ WAIVER(S) (BLOCK 19) SPECIFY NUMBER

3-6

Worksheet

AID 1250.1X 1-78	1. Cooperating Country Egypt	2. P.I.O. T. No. 263-0021-2-80006	Page 3 of	Pages
P.I.O. T.	3. Project Activity No. and Title Development Decentralization II - 263-0021			

22. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities

B. Cooperating Country Liaison Official

C. AID Liaison Officials

LOGISTIC SUPPORT

23. Provisions for Logistic Support

A. Specific Items - Insert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain below in C. "Comments".

	IN KIND SUPPLIED BY		FROM LOCAL CURRENCY SUPPLIED BY		TO BE PROVIDED OR ARRANGED BY SUPPLIER
	AID	COOPERATING COUNTRY	AID	COOPERATING COUNTRY	
(1) Office Space	X				
(2) Office Equipment		X			
(3) Housing and Utilities			X		
(4) Furniture					
(5) Household Equipment (Stoves, Refrig., etc.)					
(6) Transportation in Cooperating Country		X	X		
(7) Transportation To and From Country			X		
(8) Interpreter Services Secretarial			X		
(9) Medical Facilities	X				
(10) Vehicles (official)	X				
(11) Travel Arrangements, Tickets					
(12) Temporary Lodging (per diem)			X		
(13) Expediter	X				
(14) Motor Pool	X				
(15) Bouch	X				

OTHER SPECIFY:

B. Additional Facilities Available From Other Sources

APO, FPO

PX

COMMISSARY

OTHER (Specify, e.g., duty free entry, tax exemption)

Administrative support will be provided in accordance with Mission Order No. 1-1 of 9/16/77; as defined for PASA employee; privileges accorded by the GCE will be in accordance with bilateral treaty in effect at that time

5-day work week

Driver's license

Excess Baggage US/Egy/US

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ATTACHMENT 1: Budget

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Budget - Egyptian Pounds		6 Months
Per Diem	LE	<u>9,000</u>
Air fare		4,000
Excess Baggage		500
Local Travel and PD		,600
Arabic Language training		4 00
Misc.		400
	TOTAL	<u>14,500</u>

U.S. Dollars<sup>1</sup>

Salary (base)		<u>21,750</u>
Benefits 10%		2,175
Leave Factor 10%		2,393
International Per Diem		1,982
Consultation Per Diem		700
Miscellaneous		<u>2,000</u>
	TOTAL	\$30,000

<sup>1</sup>No overhead to be paid to Treasury.

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2630021(4)  
FD-110-971

ID 1180-1X (7-71)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country Egypt	Page 1 of 19 Pages
		2. PIO/T No. 263-021-3-80071	3. <input type="checkbox"/> Original or Amendment No. 1 <span style="float: right;">(3) p</span>
		4. Project/Activity No. and Title Development Decentralization 263-0021	
		5. Appropriation Symbol 72-1181006	

DISTRIBUTION NE/TECH/BD: EG NE/BI: <i>CP/EG</i>	6.A. Allotment Symbol and Charge 856-50-263-00-69-81	6.B. Funds Allotted for: <input type="checkbox"/> A.I.D./W <input type="checkbox"/> Mission
	7. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Implementing Document	
	8. Funding Period (Mo., Day, Yr.) From 1/1/79 To 1/31/82	

9.A. Services to Start (Mo., Day, Yr.) Between 2/15/79 and 4/1/79		9.B. Completion date of Services (Mo., Day, Yr.) 12/31/82			
10.A. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other					
10.B. Authorized Agent AID/W					
Estimated Financing					
		(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
11. Maximum A.I.D. Financing	A. Dollars	\$ 336,000	\$ 24,592		\$ 353,592
	B. U.S.-Owned Local Currency	LE 55,000	LE 7,390		LE 62,390
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission References	14. Instructions to Authorized Agent NE/CM/ROD is authorized to take all necessary steps to request offerors responding to RFP No. NE-50169 (as issued based on original PIO/T No. 263-021-3-80071) to take into consideration in their "last and best offer" the slightly expanded and modified scope of services indicated in this amendment. Additional funding for this purpose provided above.
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15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.	
A. The specifications in the scope of work are technically adequate TA/SRD: A. Fitzcharles <i>[Signature]</i>	B. Funds for the services requested are available CONT: D.F. Brown <i>[Signature]</i> 12-12-78
C. The scope of work lies within the purview of the initiating and approved Agency Programs PRM: C.F. Weden <i>[Signature]</i>	D. <i>[Signature]</i>
E. TA: S.A. Applegate <i>[Signature]</i>	F. LEG: <i>[Signature]</i>

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to <i>Ahmed El Diffrawi</i> Signature and date: Ahmed El Diffrawi Undersecretary of State & General Director of ORDEV	17. For the Agency for International Development <i>[Signature]</i> Signature: Donald S. Brown Title: Director	18. Date of Signature 13 DEC 1978
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1. PIO/T #263-021-3-80071 should be amended as follows:

A. Page 6 of Attachment I, "Estimated Budget" add:

C. Short term technicians (6 person months)

	<u>Dollars</u>	<u>LE</u>
Salary and OH	21,692	
International P.D.	400	
Air fare (4 RT)		2,800
Excess		300
Per diem		4,290
US travel	1,000	
International Cables, Phone	500	
Miscellaneous	<u>1,000</u>	
	\$ 24,592	LE7,390

B. Page 8 of Attachment 3, "Statement of Work", amend item B, 1st paragraph, to read " ... and approximately 56 person months ... ".

C. Page 12 of Attachment 3, "Statement of Work" amend item D, 1st paragraph to read "A total of 56 person months ... ".

D. Page 13 of Attachment 3, "Statement of Work", item D, paragraph 2, add:

5. Development Training Specialist: a senior experienced training planner who will design an overall organizational plan for ORDEV and develop specific curricula requirements for each of the major professional staff categories. This technical specialist should have extensive experience in developing institutional training plans, curriculum design and staff development planning in economic and business related organizations, preferably in at least one LDC. This task is anticipated to require six months of services from a single technician during the first year, including three months in Egypt. In light of the special skills and technical requirements of this job, it is not necessarily expected that this technician be drawn from in-house contractor staff. If necessary the use of a training professional from an outside institution is encouraged to insure that this task is performed by a technician with maximum professional experience in the staff development/training area".

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- E. Add attachment 6, "Supplementary Information for Short Term Services of Development Training Specialist" (attached).
2. All other terms and provisions of PIO/T 263-021-3-80071 remain unchanged.

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## ATTACHMENT 6

### Supplementary Information for Short Term Services of Development Training Specialist

#### I. Duties of Consultant

- Identification of important job tasks and sequences, performance criteria and standards, roles, and organizational relationships of the major target groups of training,
- Identification of knowledge and skills required for successful performance of job tasks performed by each target group,
- Forecast of numbers and types of persons to be trained in Egypt each year with budgets and schedules of training activities,
- Inventory of public management training resources and estimate of availability,
- Design of training curricula for building required knowledge and skills in Egypt,
- Recommendation of audio-visual equipment,
- Development and design and possible purchase of training materials, reference collection and audio-visual media,
- Translation of foreign language material to Arabic,
- Training of instructors and Academy administrative staff, including recommendations on Academy management structure,
- Field testing, validation and adaptation of Academy training programs for greater effectiveness, efficiency, and responsiveness to changing conditions and needs,
- Outline of recommendations for low-cost, in-the-field extension-type training by the Academy.

## II. Qualifications

- Successful experience in managing a comparable institute or academy,
- Successful experience in conducting training of trainers courses,
- Successful experience in developing curricula, materials and media for comparable institutes in other LDCs,
- Successful experience in the adaptation and transfer of training programs to developing countries,
- Successful experience in developing training programs which improve the management skills of public officials in other developing countries.

## III. Consultant Objective

The objective of this consultant is to design the overall training program at the ORDEV Academy, including the short and long term aspects. The ORDEV Academy is the principal in-Egypt training institute of ORDEV serving the training needs of all ORDEV. The overall training program to be designed for the ORDEV Academy will be focused entirely on the Local Development Fund (LDF) and its needs for highly skilled technicians and practitioners of rural development, development financing and small scale industry. The ORDEV Academy will ultimately take over the entire function of training in these broad fields for the LDF from the current approach, namely relying exclusively on participant training in the United States. It will be important therefore, that the consultant objective be achieved through design of a short term program which can be implemented with returning participants serving as trainers, and later the designing of a long term program which can be implemented with mostly a permanent teaching staff assisted by a rotating staff of returning participants. The ORDEV Academy will be a principal training component of the Development Decentralization I project, a comprehensive rural development effort funded by USAID/Cairo.

The goal of DDI is to reinforce and strengthen decentralized local government. Its major purpose is to strengthen financial viability and development capability of selected village councils within Egypt

through a small loan program (the Local Development Fund - LDF) operated by ORDEV. The loans will be made to elected village councils for small-scale industry projects which will be revenue generating and profit-producing. The overall technical assistance team will advise ORDEV in: (a) establishing a Local Development Fund (LDF) within ORDEV; (b) developing loan criteria; (c) selecting and training ORDEV and village-level personnel; (d) selecting ORDEV and village council staff for participant training; (e) developing assessment procedures concerning the profitability and equity characteristics of possible loan-supported enterprises; (f) installing loan development fund management system; (g) and establishing beneficiary analysis and impact assessment evaluation system.

#### IV. Statement of Work

While the ORDEV Academy will ultimately replace most or all of the participant training function for the LDF, it is not anticipated that it will be a mirror image of the latter. Initially, however, the consultant should utilize the general outlines of the participant training program as a guide in designing the overall ORDEV Academy training program. This section contains a summary of this general outline. In addition, a preliminary design has been made of the job goals for the ORDEV staff assigned to the LDF and the specific kinds of participant training which they will need in order to qualify for these goals.

#### IV. BACKGROUND

The classroom training courses at the Academy in each of the nine major fields should be designed and structured so that the following kinds of job goals can be met by the trainees. This summary of job goals is a first design and may be altered after actual experience under the project. If any such changes substantially alter the course requirements beyond the requested present designs, USAID/Egypt will determine in consultation with the contractor his interest and capability in effecting such changes. Thus, each trainee will receive classroom training only in the necessary courses to prepare him/her to function in one of the job titles.

The five kinds of jobs that will need to be performed by ORDEV staff in carrying out the objectives for the LDF are:

1. Loan Officer
2. Industrial Development Officer
3. Financial and Accounting Officer
4. Local Government/Citizen Participation Officer
5. Training Officer

A brief description of each kind of job and which of the nine courses will prepare the participant for that job are shown below. The training requirements show which of the nine fields of participant training would be necessary to prepare the ORDEV official to perform that kind of work in the LDF.

#### Job Description and Training Requirements

##### 1. Loan Officer

##### Duties

Advise and assist Village Councils, their staff and the ORDEV staff in the village and at the Governorate level to complete the LDF Loan Application including compilation of necessary data and information, preparation of necessary ratios and analyses. Advise and assist the same target groups in implementing the project, including monitoring of amortization and interest payments, construction and operational phases progress, business management practices, establishing short and long term data and information systems for the project and training and assisting the target groups in evaluation methodology and its application to the project. Advise and assist the Village Council in creating and operating village-wide project management and monitoring systems.

#### Participant Training Requirements

- Project identification and analysis
- Applied business skills
- Evaluation and research
- Information systems and data management

## 2. Industrial Development Officer

### Duties

Advise and assist Village Councils, their staff and the ORDEV staff in the village and the Governorate levels to identify profitable projects, design and analyze them, and implement and monitor them. Advise on the operations of several specific kinds of industries. Advise and assist on the full range of activities necessary for running a profitable business, such as production, marketing and sales, pricing, handling and merchandising, inventory management, raw material use and management, transportation, packaging and advertising, and general management. Advise and assist Village Councils in creating and operating village-wide business practices supportive of individual projects. Advise and train the target groups in the use of several modern analytical and management tools, such as, PERT, critical path networking, cost benefit analysis, present value and discounted cash flow and other relevant techniques.

### Participant Training Requirements

- Project identification and analysis
- Applied business skills
- Production and marketing skills

## 3. Financial and Accounting Officer

### Duties

Advise and assist Village Councils, their staff and the ORDEV staff in the village and Governorate levels to survey, design and install improved local government financial and accounting systems applicable to Local Development Fund Operations in the village. Careful attention should be given to the status of such systems extant in each village, the calibre of responsible personnel and training requirements, and the capacity of the village to install improved systems. Analysis will be made of local government financing mechanisms in each Governorate, their adequacy, how they can be improved, and plans for implementation. Recommendations and plans for implementation of improved information systems and data management village made for local government financial, accounting and other LDF-funded project data.

### Participant Training Requirements

- Local government finance/management
- Public finance and banking
- Information systems and data management
- Evaluation and research

#### 4. Local Government/Citizen Participation Officer

##### Duties

Advise and assist Village Council, their staff and the ORDEV staff in the village and Governorate levels to continually analyze village political, social and citizen participation conditions, particularly in the fields of local business and LDF-funded projects. Data and information will be collected on villages pertaining to the political, social and economic structures prevalent in them. The Officer will be responsible for conducting analyses and identifying problems and obstacles as well as strengths at the village level relevant to the implementation of the LDF. The Officer will recommend and implement ways and means of overcoming obstacles and capitalizing on the strengths that may be conducive to the implementation of the LDF. He will prepare time-phased plans for the implementation of his recommendations.

##### Participant Training Requirements

- Local citizen participation
- Local Government finance and management
- Evaluation and research

#### 5. Training Officer (Governorate)

##### Duties

Advise and assist the Village Council, their staff and the ORDEV staff in the village and Governorate levels to develop a Governorate-wide training program for staff expected to work on LDF operations. The key components of such services would include at least the following: identifying LDF-related needs for trained staff at the Governorate; quantifying these needs over a long range horizon; criteria for candidate selection; managing the candidate selection, and subsequent administrative aspects of such training; evaluation of trainees performance in the courses and on-the-job with recommendations for necessary changes in any aspects of the training program for the Governorate.

##### Training Requirements

- Training program design and administration
- Project identification and analysis
- Local citizen participation

A. In terms of levels, the training program at the ORDEV Academy should be designed to meet the following broad training needs:

1. Training Egyptian trainers to staff the LDF-training emphasis of the ORDEV Academy as well as field training operations mounted in support of the LDF;
2. Higher-order skills for the ARE agency technically backstopping the LDF project (ORDEV);
3. Skills related to the developmental use of Special Account Funds; and
4. Practical, applied skills for officials, elected councillors, and in some selected cases, entrepreneurs at the village level.

B. There are a minimum of twelve courses which the ORDEV Academy should ultimately be able to deliver to its students. The first nine listed here are reasonably well-defined, while the remaining three courses are generalized statements of broad additional training areas in which the Academy should develop training expertise.

1. Training needs, facilities assessment, methods, curricula, and evaluation:

The ORDEV Academy, in particular, needs at least four Egyptian personnel who are trained in course work aimed at equipping them to handle overall training and manpower development functions related to ORDEV and the LDF activities. This will demand, specially organized and staffed to provide training in such matters as: training needs assessment and curricula design; training methods and techniques; training facility appraisal and coordination; training evaluation; and performance appraisal.

2. Project identification and analysis:

There is need for training ORDEV trainers as well as LDF staff, ORDEV field staff, and selected Head Executive officers and Village Council personnel in the standard techniques of project development including identification, costing, design, planning, technical, and financial analysis of projects and project proposals.

3. Basic local government finance/financial management:

Present governorate/local capacities in this area are limited to financial monitoring and record-keeping for audit/accountability purposes. There is need for training in the kinds of skills of public finance management required to underpin decentralized, developmentally oriented, municipal/village investment and financial planning implicit in Public Law 52. While the number of trainees would be small and the training technical, the focus would be upon public finance, taxation, performance budgeting, and budget

planning skills as these are now taught in the finance component of professional programs for U.S. town, city, and country managers.

4. Public finance and banking:

Several members of the ORDEV headquarters staff, two of whom will be assigned to the ORDEV LDF unit, will require basic banking skills required to operate and administer the LDF. These individuals should be given sufficient technical training in portfolio management, loan administration, and entrepreneurial credit-lending analysis to permit them to assume a major element of both training and technical staff responsibilities concerning these matters within the Academy and LDF unit.

5. Applied Business Skills:

The long period of state-dominated enterprise in Egypt, at all levels of the society, has seriously affected the growth of basic business/entrepreneurial skills among the rural and urban populace. Similarly the bureaucracy, so long conditioned by centralist as well as statist and socialist ideals, sometimes perceives private enterprise and related skills in ways that do not result in favoring or, at least, neutral policies. These matters will affect the LDF operations at all times; and various ways must be developed by which new skills can be encouraged and attitudes altered.

Training under this rubric would have as its goal: the development of business advisory skills within ORDEV; means of providing qualified Egyptian small enterprise advice to village entrepreneurs; and fostering perceptions among government officials, village counsellors, and enterprisers alike about what private initiative can accomplish in rural settings.

6. Information Flow and Data Management:

ORDEV already generates approximately 10,000 applications, appraisals, and reports annually in presently handling its grants programming. These records are inadequately designed in many cases and/or demand the input of far more data requirements than is necessary for good management. Furthermore, because of inadequacies in the present analytical, storage, and retrieval systems, much of the material is never utilized. When the LDF begins to operate, even assuming that new procedures are held to a minimum, there will be an additional imposition of demand for background, appraisal, and reporting information.

Obviously, there will be a need for training specialized ORDEV staff in the techniques of developing and operating simplified, effective management information systems capable of supporting the LDF, the grant-funded activities of ORDEV, and reporting on developmentally-oriented projects that will be funded by expanded Special Account Funds.

## 7. Local Participation:

Acceptance of the LDF system, as well as establishing the procedures and attitudinal changes essential to a dynamic developmental role for villages, will require effective mechanisms for mobilizing elected officials, government officials, and the populace. Presently, the village council is not a community structure. It is an amalgamation of several local communities. Under these conditions there may be a need to build supporting organizational, programmatic, and other kinds of processes or institutions that will foster mobilization and maintain continuity in development.

Special skills in organizational design, role formulation, goal setting, and communications will be required in order to foster local participation in the LDF, ORDEV-sponsored activities, and the sound evolution of village special account-financed developmental growth. Additionally, altered perspectives among village council and village executive committee personnel may be an important factor in supporting participatory developments. -

## 8. Evaluation and Research:

Presently, nearly one-fourth of the current ORDEV central staff operations are addressed to what is called "evaluation and follow-up." Their intent is to match the costs of projects supported by ORDEV with the benefits derived from each project as well as examining the results (i.e. impact, effects) of projects on the community. These might include increases in income among individuals, overall increases in income for the village considered as an economic unit, redistribution of income on an equitable basis, improved village self-help capabilities, improved social services, and increases in employment, agricultural productivity, etc. The current systems, installed by ORDEV, reflect lack of trained staff both in the design of evaluative criteria, execution of survey and in-depth research needed to test evaluative criteria and systems, and in the diagnostic analysis of incoming data. All of these matters relate directly to the operations of the LDF and, ultimately, to improved local capacity to developmentally utilize expanded funds accruing from growing Special Accounts.

Special skills are needed as well as far more cooperative perspectives among the Village Council and Village Executive Committee personnel who must participate in the operation of any evaluation system.

## 9. Appropriate Production and Marketing Systems/Skills:

Local enterprise in Egypt is currently hamstrung by the absence of contemporary, small to medium-scaled industrial and marketing systems and skills. In almost all areas of production from food processing to rope making the potential entrepreneur has the choice of either a crude "cottage industry" technology and accompanying set of village based skills or highly capital intensive industrial

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technologies which formerly have been the sole domain of state enterprise. In the former case, the current market conditions no longer favor most such industries. In the latter case, the amount of capital required and the limited managerial/technical skills available tend to militate against private investments of this kind.

Under these circumstances, no single entity -- such as the ORDEV establishment of the LDF -- can hope to bring about substantive changes concerning such matters. But, an operation like the LDF cannot ignore these circumstances. It must seek to build up planning, training, and analytical skills both within its own establishment and in conjunction with other Egyptian agencies in order to consequently affect the technical/managerial skills gaps in small-scale industry production and marketing. Similarly, it must endeavor to affect local entrepreneurial perspectives about what may be possible as well as the necessary analysis required when designing a locally based productive enterprise.

In this connection, the LDF needs both a training and analytical capacity of its own and the means to link its needs into other Egyptian institutional resources helpful in addressing this gap. Similarly, it needs means by which it can help to inform and develop village level perspectives on the whole subject.

10. Other course areas anticipated for LDF purposes include the following:

- equipment and machinery maintenance and repair such as irrigation pumps, tractors, trucks; etc;
- supplies and parts inventory management and maintenance;
- carpentry and machine shop operation, management;
- such other courses as may be determined from time to time.

C. Additional programming will be necessary in the area of pedagogy. Recommendation will be made for the preferred teaching format, including, but not limited to, case history, audio visual, theory and practice, problem solving exercises, field application, experiments and others. Another kind of need which should be addressed is an Academy capacity to carry out low cost, in-the-field training programs as they relate to the LDF operations. While this need is one that should be viewed as a long term Academy goal, an outline of recommendations should be prepared by the contractor which would include the following components: alternative courses with an outline of curricula; location of courses; duration; teaching aids; qualifications of instructors; role of local officials and ORDEV staff; role of Academy instructors; cost to trainees, if any; and, an estimate of when the first such extension courses could be offered by the Academy.