

9311054-0

 *9311054 TECHNICAL ASSISTANCE *
 * STRUCTURING NFE RESOURCES *
 * FY79 TO FY82 *

PROJECT SUMMARY DESCRIPTION

GRANT FUNDS ARE APPROPRIATED TO THE OFFICE OF EDUCATION OF AID'S DEVELOPMENT SUPPORT BUREAU (DS/ED) TO DEMONSTRATE INNOVATIVE ORGANIZATIONAL MECHANISMS TO PERMIT LDC CENTRAL GOVERNMENTS TO SUPPORT, STRENGTHEN, AND SYSTEMATIZE NON-FORMAL EDUCATION (NFE), PROJECT PURPOSE WILL BE ACHIEVED BY DEVELOPMENT OF NFE SERVICE AGENCIES CAPABLE OF ASSISTING PUBLIC AND PRIVATE NFE INSTITUTIONS IN: (1) EDUCATIONAL MATERIALS DEVELOPMENT; (2) COMMUNICATIONS; (3) STAFF TRAINING; AND (4) FINANCE. INITIAL EMPHASIS WILL BE PLACED ON IMPROVING EXISTING NFE PROGRAMS; BUT SERVICE AGENCIES MAY ALSO ASSIST IN DEVELOPING NEW PROGRAMS IF THESE BECOME NECESSARY. BECAUSE THE APPROACH ENVISIONED BY THE PROJECT WILL UNDOUBTEDLY TAKE SHAPE DIFFERENTLY IN DIFFERENT COUNTRIES, THE PROJECT WILL BE IMPLEMENTED IN AT LEAST TWO LDC'S. IN PHASE I, ASSISTANCE WILL BE PROVIDED TO THE LESOTHO DISTANCE TEACHING CENTRE (LDTC), A SEMI-AUTONOMOUS UNIT OF THE LESOTHO MINISTRY OF EDUCATION. LDTC WILL ENCOURAGE EXPANSION OF NFE SERVICES TO PARTS OF THE COUNTRY HAVING THE LEAST EFFECTIVE ACCESS TO ORGANIZED LEARNING OPPORTUNITIES. WHILE PROVIDING SUCH ASSISTANCE, LDTC STAFF WILL RECEIVE ADVICE AND TRAINING FROM SELECTED AID CONTRACTORS. BY THE END OF THE SECOND PROJECT YEAR, AN NFE SERVICE AGENCY WILL BE IDENTIFIED IN A SECOND COOPERATING LDC. A REPORT DESCRIBING BOTH PARTICULARS AND GENERALIZATIONS FROM THESE TWO PROJECTS WILL BE PRODUCED AND PUBLISHED IN A MODULAR FORMAT TO PERMIT LDC PLANNERS TO DEVELOP SIMILAR PROJECTS ON AT LEAST TWO LEVELS OF SOPHISTICATED. THE NFE NETWORK(S) WILL BE USED TO DISSEMINATE THE REPORT WIDELY. RESULTS OF THE ACTIVITIES OF SERVICE AGENCIES ARE EXPECTED TO BE LINKED TO EDUCATIONAL PLANNING. THE ORGANIZATIONAL DESIGN ADVANCED BY THIS PROJECT IS AN ATTEMPT TO FOSTER AN ENTREPRENEURIAL APPROACH TO EDUCATION, IN WHICH PRACTITIONERS MAINTAIN THEIR INDEPENDENCE AND INITIATIVE, TAKE RESPONSIBILITY FOR THEIR ACTIVITIES, AND ARE FLEXIBLE IN THEIR PROGRAMMING.

DESCRIPTORS

EDUC SECT ANLYS MASS MEDIA NFE SERV AGENCY INFO DISSEM
 PROJ DESIGN IMP INFO NETWORK INSTIT BUILDING EDUC NON FORMAL

SUB-PROJECT NUMBER: 01

BATCH NUMBER: 97

AGENCY FOR INTERNATIONAL DEVELOPMENT
 PROJECT IDENTIFICATION DOCUMENT

1. TRANSACTION CODE
 A ADD
 C CHANGE
 D DELETE

PID 102
 2. DOCUMENT CODE 1

TO BE COMPLETED BY ORIGINATING OFFICE

PD-AR6-425-A1

3. COUNTRY/ENTITY
 Interregional

REVISION NUMBER

4. PROJECT NUMBER (7 DIGITS)
 931-1054

6. BUREAU/OFFICE
 A. SYMBOL TA TAIR
 B. CODE 09

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS)
 Structuring NFE Resources

8. PROPOSED NEXT DOCUMENT
 A. 2 = PRP
 3 = PP
 B. DATE 09/77

10. ESTIMATED COSTS
 (\$000 OR EQUIVALENT, \$1 =) 2,360

FINDING SOURCE
 A. AID APPROPRIATED 2,360

9. AUTHORIZED BY OR AUTHORIZATION, DELIGATION

a. INITIAL FY 7/78 b. FINAL FY 7/81

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11. PROPOSED BUDGET AND APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY 78		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) TAIR	610	610		650		2,360	
(2)							
(3)							
(4)							
TOTAL				650		2,360	

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

13. SPECIAL CONCERNS CODES (maximum six codes of four positions each)

14. SECONDARY PURPOSE CODE

15. PROJECT GOAL (MAXIMUM 250 CHARACTERS)

To establish the concept of nonformal education, to study, document and disseminate information on successful LDC examples of NFE and to support research, experimentation and implementation of NFE programs.

16. PROJECT PURPOSE (MAXIMUM 400 CHARACTERS)

To develop in collaboration with interested LDCs a model organizational mechanism that will permit both central government support of current NFE efforts and expansion of such programs to areas and populations not covered by their programs.

17. PLANNING RESOURCE REQUIREMENTS (in millions)

Consultant \$3,000

18. ORIGINATING OFFICE CLEARANCE

Shirley Anderson
 Date Signed

19. DATE DOCUMENT RECEIVED
 AID/W, or FOR AID/W DOCUMENTS,
 DATE OF DISTRIBUTION

Anderson TA/17R
 MM DD YY
 06/27/77

MM DD YY

Dr. Robert W. Schmeding, DS/BHR
Dr. Bernard Wilder, DS/EHR

February 9, 1978

John G. Gunning, DS/PO

Conditional Approval of PID for Project 1054 - Structuring
NTE Resources

1. As you doubtless recall, in September 1977 the AA/TA gave conceptual approval to this project during his review of the FY'79 budget proposals. The project was to be a FY'78 project with second year funding in FY'79. Because of this broadline approval, we agreed with you that the draft PID need not be submitted again to AA/LSB.

2. Our own PPU, internal review of the PID early in December 1977, however, raised a number of substantive issues that were surfaced to you in the form of a guidelines paper for development of the PP. That paper further served as the basis for a meeting between EHR and PPU and prompted your responding memorandum of December 22, 1977.

3. In concurring that you proceed now with the drafting of the Project Paper, I want to reemphasize our conviction that the specifications and criteria for selection of the two test LDCs need to be very clearly enumerated in the Project Paper. Should you decide that you require project money for comparative analysis of candidate countries as the first step in project implementation, you would have our support to include such an item in the project budget. If you decide during the preparation of the Project Paper that it would be wiser to do this analysis as part of the project design, we would be pleased to help you to obtain funds for that purpose prior to submission of the PP.

4. The question of project management also remains troubling because of the reduced manpower levels we expect to encounter in the last three quarters of this year and on into the future. You may consequently need to contract for some central managerial functions as well as the implementation aspects that will occur within the test countries.

If you see any possibility that this will be true, we encourage you to make provision for it in the Project Paper.

5. We would particularly like to see a very early draft version of the PP, so that we may work out difficult options with you as the project design proceeds.

AGENCY FOR INTERNATIONAL DEVELOPMENT

**PROJECT DOCUMENT
ACTION FORM**

1. TRANSACTION CODE

A

A = ADD
C = CHANGE
D = DELETE

PDAF

2. DOCUMENT CODE

4

3. COUNTRY/ENTITY

Interregional

4. DOCUMENT REVISION NUMBER

5. PROJECT NUMBER (7 digits)

931-1054

6. BUREAU/OFFICE

A. SYMBOL
TA/EHR

B. CODE
08

7. PROJECT TITLE (Maximum 40 characters)

Structuring NFE Resources

8. RELATED DOCUMENT CODE

1

1 - PID
2 - PRP

9. PROJECT DOCUMENT ACTION

(ENTER COMMENT FOR * ITEMS IN BLOCK (3))

ACTION TAKEN

A

A - APPROVED
D - DISAPPROVED*
S - SUSPENDED*

CA - CONDITIONALLY APPROVED*
DD - DECISION DEFERRED*

10. APPROVED BUDGET AID APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH CODE		E. FIRST FY <u>78</u>		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) EHR	610	610		650		2,360	
(2)							
(3)							
(4)							
TOTALS				650		2,360	

11. PROPOSED PLANNING RESOURCES

1 - APPROVED
2 - DISAPPROVED
3 - APPROVED AS MODIFIED

12. PROPOSED NEXT DOCUMENT

A

3

2 - PRP
3 - PP

B. PROPOSED NEXT DOCUMENT DATE

MM | YY
09 | 77

13. COMMENTS (Maximum 240 characters)

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14. ACTION REFERENCE

REFERENCE

A.

AIRGRAMS **A I D T O A**

TELEGRAMS **S T A T E**

MEMORANDA

B. ACTION REFERENCE DATE

MM | DD | YY

15. CLEARANCES

	TYPED NAME	TITLE	DATE	INITIALS
A	Robert W. Schmeding	Office Director EHR	6/24/77	[Signature]
B	Bernard Wilder	RDA-15 Mgr. EHR	6/27	BSW
C	Jack Royer	TA/PPU		
D	Kenneth Milow	TA/PPU		
E	Chuck Ladenheim	TA/PPU		
F				

16. RESPONSIBLE BUREAU SIGNATURE

17. ACTION DATE

MM | DD | YY

ENVIRONMENTAL THRESHOLD DETERMINATION

TO: AA/TA, Mr. Curtis Farrar
THRU: TA/PPU, John Gunning
FROM: TA/EHR, Robert Schmeding 
SUBJECT: Environmental Threshold Determination

Project Title: Structuring NFE Resources
Project #: 931-1054
Specific Activity (if applicable) _____
REFERENCE: Initial Environmental/Examination (IEE) contained in
Hoxeng to Schmeding memorandum dated June 23, 1977

On the basis of the Initial Environmental/Examination (IEE) referenced above and attached to this memorandum I recommend that you make the following determination:

1. The proposed agency action is not a major Federal action which will have a significant effect on the human environment.
2. The proposed agency action is a major Federal action which will have a significant effect on the human environment, and:
- a. An Environmental Assessment is required; or
 - b. An Environmental Impact Statement is required.

The cost of and schedule for this requirement is fully described in the referenced document.

3. Our environmental examination is not complete. We will submit the analysis no later than _____ with our recommendation for an environmental threshold decision.

Approved: _____

Disapproved: _____

Date: _____

MEMORANDUM

TO: TA/EHR, Robert W. Schmeding
FROM: TA/EHR, James Hoxens ~~St~~
SUBJECT: Initial Environmental Examination for Project #931-1054, Structuring
NFE Resources

This project is essentially to develop a model organizational mechanism for central government support of NFE activities. It will have no forceable significant effect on the human environment.

PID: STRUCTURING NFE RESOURCES FOR NATIONAL PROGRAMS

1. SUMMARY OF THE PROBLEM

Two facts are outstanding as one examines educational resource allocation in the LDCs:

First, formal education receives the lion's share of public educational outlays. Education programs outside the formal system typically are allocated less than 1% of the total MOE budget. (The largest portion we know of for non-formal education is Ethiopia's plan to allocate 12% to NFE by 1985.) Second, urban areas get a disproportionate share of both formal and nonformal education. Abundant evidence shows that educational opportunities in rural areas are relatively poor, and that persons must leave for the cities to continue school or to find work-related training.

These facts delineate the problem AID is attempting to address under its Congressional Mandate, i.e., rural populations in the third world generally have relatively limited access to formal education, and government-sponsored NFE opportunities are extremely limited. Furthermore, rural literacy programs are often dishearteningly inefficient. One North African country's adult literacy program cost per enrollee was a not unreasonable \$32.80. However, only 2% completed the three year course, and only 70% of the graduates were literate, so the cost per literate graduate came to about \$2,300!

In reacting to the above example, one temptation is simply recommend that governments improve learning conditions to increase program efficiency. However The World Bank estimates that improvements traditionally recommended by educators, such as smaller class sizes, better learning aids, more highly trained teachers - - would increase annual recurrent costs by 75%. Most LDC governments are straining to maintain current levels of educational expenditure, and cannot consider such an increase. Manzoor Ahmed sees the phenomenon of rising costs as a major factor exacerbating the problem of providing basic educational opportunities in the LDCs, and says the *raison d'etre* of nonformal education is to change the conventional 'production function' of education, thereby breaking loose from formal education's inexorable cost spiral.

The problem of spiraling costs and limited resources as it relates to NFE is only soluble, we feel, if large-scale nonformal education efforts can be mounted without building a new NFE bureaucracy and a cadre of professional NFE administrators. While such a pyramidal structure is viewed as inevitable by many LDC educators and even by NFE practitioners today, we are of the conviction that such an approach to central government support of NFE is not only unnecessary, but may be fundamentally incorrect, and an alternative should be developed and tested.

NFE was first noticed because a number of observable characteristics: Nfe programs enjoy varied sponsorship, from local community efforts to underwriting by international groups, both secular and religious. Such programs tend to use existing facilities and buildings instead of requiring large fixed cost investments. The programs exist to satisfy immediate learning needs, often disappear once their time is past, administrative overhead costs are minor, their small unit size allows flexibility and

encourages innovati and so on. Recent examination of NFE programs in LDCs has largely borne out the above observations, and indeed has turned up a surprisingly large number of NFE activities. The Center for Development of Nonformal Education (CEDEN) in Colombia recently conducted an "inventory" of NFE programs in that country. They looked at 432 programs, and estimated that there are some 10,000 separate NFE activities going on in that country. About 2/3 of them are financed by extragovernmental sources, and 53 percent of their staff people are volunteers- - showing a huge resource input completely apart from government revenues and expenditures. It seems to us that such variegated sources of NFE support must be preserved, protected, and strengthened where necessary. The problem or challenge is to respond to the expressed needs of such programs for assistance that will improve their effectiveness, without at the same time attempting, perhaps unwittingly, to 'domesticate' or 'homogenize' them in a single pyramidal organizational structure.

PURPOSE

We are thus brought to the purpose of this project: To develop in collaboration with interested LDCs a model organizational mechanism that will

1) permit central government support of current NFE efforts as noted above, and 2) make it possible to expand such programs to areas and populations not covered by existing programs.

The project proposes to utilize various centers of expertise (U.S. & LDC) in a coordinated approach to develop and test an approach for supporting NFE programs from the national level, paying special attention to circumstances of extremely poor LDCs.

We propose to explore an innovative organizational approach that will provide technical assistance to NFE programs to organizations with NFE components, and to independent community education activities. Initially, assistance will be provided in the following areas: -

- 1) Materials Development - - This is the need most often mentioned by NFE practitioners. Emphasis will be on putting together educational "tools" which are participative in nature, can easily be made situation-specific, and which are usable with little or no training. Ecuador's National Teaching Resources Service is an example of this element.
- 2) Training - - Because most NFE field workers are not highly paid, and many are volunteers, expensive long-term training models are inappropriate. NFE projects are seeking assistance with in-service training of immediate utility, aimed essentially at non-professionals. The Botswana Brigades practical skill training program is an example of one approach to this area.
- 3) Communications - - We see a need for at least four related functions
 - (a) Delivery of information, as is done in mass "campaigns"
 - (b) Feedback and evaluation provisions, using appropriate technology to link users and planners as directly as possible
 - (c) Local program production for mass media, especially radio. Audio cassette recorders are increasingly being used in this way.
 - (d) "Horizontal" information exchange, (i.e., communication directly between NFE practitioners). Tanzania's radio campaigns, Ecuador's Radio Mensaje, and Senegal's educational broadcasting program all incorporate elements of these functions.

4) Finance - - Potential growth of both community based NFE activities and PVO programs in development education is often stymied for lack of resources. This element of the model may take the form of an LDC educational "bank" with a board made up of educators, rural people and financiers. Education "loan officers" in semi-autonomous provincial offices would follow general board policies, and provide subvention based on evidence of community interest (which might take the form of a "contract" stating expectations and commitments.) Activities of this kind are underway in an AID Upper Volta Women in Development project, and in the nonformal section of Bolivia's Rural Education I. Both projects include a revolving fund which is to be available to participants for a number of specified purposes that are anticipated outgrowths from project activities.

1.b. PROJECT DESCRIPTION

TA/EHR will identify, in coordination with Regional Bureaus and Missions, an LDC interested in setting up on a pilot basis an organizational mechanism for providing central support for NFE activities. EHR staff will assist the USAID mission as needed to negotiate a work plan with appropriate Ministry officials and develop a sequence of technical assistance activities with personnel from NFE expertise developed in current and planned TA/EHR projects, as illustrated resources include:

- UMass: Material development, training
- MSU: training; communications
- World Education: Material development, training
- Tuskegee Institute: Evaluation
- U of South Carolina: Communications/feedback
- Harvard/ETS: Evaluation(cost-effectiveness)
- CEDEB(Bogota): Communications

Other resource bases which may be called upon for short-term assistance include the following:

- Lesotho Distance Teaching Centre=Communications
- Academy for Educational Development=Communications
- Pan African Institute for Development=Training

*A second site beginning in year three will be contingent on experience in the first.

Botswana Brigades: Training, organizational development

U of New Mexico: Finance (Bolivia Rural Ed I contractor)

Upper Volta Coordinating Committee for Rural Development: Finance

Innotech (Philippines): Material Development

Short-term technicians from the above resource bases will be used for:

- 1) Organizing and carrying out an inventory of NFE public and private programs in each participating country (similar to recently completed Colombia NFE inventory)
- 2) Assessing and mapping areas of need, including sample surveys of target populations
- 3) Identifying an institution or institutions which could provide the technical support functions with minimal dislocation
- 4) Assisting with staff selection
- 5) Collaborating with LDC counterparts in establishing technical support units, and in-country staff training
- 6) Establishing an initial fund for the financing (via both grants and revolving loans) of community-initiated NFE projects and of NFE program expansion.
- 7) Assisting as requested in project implementation

The role of TA/EHR will be to "orchestrate" from AID/W the various resources needed, and to document the project's approach and progress. To the maximum extent possible, where management of projects can be done within country as part of its human resource development effort, project monitoring will be the responsibility of the Mission. Both BOAs and other project related resources will be available to participating missions as they may have need to call upon them.

1.b (1) OUTPUTS

- Projected EOPS:
- (1) Prototype NFE central support mechanism in operation in participating LDCs; (i.e., communications, finance, training and material development support/ service functions established and operational)
 - (2) Documentation of above disseminated throughout AID countries and to other donors

The project's major thrust will be to help develop and implement a central support in two LDCs in as many Regions over a period of three to five years. Funding for the second LDC will be contingent on success during the first phase; a go/nogo decision will be made at the end of year two regarding extension, based on built-in formative and summative evaluation procedures.

^{USP} PA/EHR staff will be heavily engaged in management of the project, utilizing Basic Ordering Agreements and selected contractors to provide technical assistance at appropriate times. At the end of this project each of the participating LDCs will have in place an operating central support mechanism for NFE, which will be amenable to expansion beyond the initial stage envisioned in this project. Close liaison will be maintained with Regional Bureau/Mission personnel throughout the project's life to facilitate transfer to country funding, with appropriate expansion of coverage.

Overall end-of-project status indicators would be the existence of viable, already tried, non-traditional organizational and process mechanisms for addressing expressed development-related learning needs of currently excluded populations. Evidence for progress with respect to currently disadvantaged groups would be produced through the mapping exercise (page 5, step 2), showing NFE program coverage of previously excluded areas.

1.b. (2) TECHNICAL AND PHYSICAL RESOURCES REQUIRED (PARTICIPATING COUNTRY)

US and TCN* Technicians	
. . . Inventory/need assessment	36 m/m
. . . Material Development	24 m/m
. . . Training	48 m/m
. . . Communications	36 m/m
. . . Finance	36 m/m

1.b. (3) DISBURSEMENT PERIOD: Three years with possibility of extension.

1.c. MAJOR ASSUMPTIONS

Perhaps the most crucial assumption of this proposal is the current existence of sufficient NFE programs and activities to make the setup of a central support capability worthwhile. NFE inventories to date undergird this assumption: A 1975 survey in Colombia examined 432 NFE programs, and estimated that 10,000 exist in that country. Investigations in other LDCs (eg. in Bolivia, Guatemala, Lesotho) have catalogued large numbers of programs.

A second assumption is that LDC governments and NFE programs will be interested in developing a model to meet objectives described herein. University of Massachusetts' current experience with Ghana as its 211(d) Field Site, and its prior Ecuador project tend to bear out this assumption. Ethiopia has recently set up a Commission to look into options for support of non-traditional education. A number of other LDCs already have taken actions to support NFE in such manner as to make us confident of this assumption.

With respect to costs, we are assuming that this model will make effective use of what Manzoor Ahmed describes as one of NFE's major attributes, that of being able to get by without incurring major fixed costs by the stratagem of increasing marginal use of otherwise under-utilized resources.

* third country national

///

1. d. RELATED ACTIVITIES

Although other donor activities are not taken into account in any specific way at this point, since no countries have yet been selected, we do find significant commonality of approach with the World Bank statements (in their Education Sector Working Paper) that "basic education" projects will take different forms in different countries, depending on resource constraints, and that a national education system must embrace formal, non-formal, and informal education and work with maximum possible internal and external efficiency UNESCO seems to be embarking on a similar approach to what it generally labels adult education programs, in its medium-term draft plan. That plan sees as a specific problem "finding ways whereby adult education, while being organized on a more systematic basis, can retain its characteristic features of spontaneity, diversity and the voluntary participation of those involved."

Experience in Botswana with their Brigades system has distinct parallels with our proposal. They have established a National Brigade Development Centre which performs some of the functions described in this paper.

A recent AID and Ford Foundation-sponsored seminar on NFE in Colombia endorsed in broad terms the concepts underlying this proposal, and another recent Ford-sponsored workshop examined similar possibilities emerging from a broad-based linguistics project in Guatemala (Proyecto Linguistico Francisco Marroquin).

Upon careful reflection and on the basis of evidence such as that referred to above, TA/EHR is convinced that this approach is necessary if NFE is to have any prospect of aiding in an important way in the provision of learning opportunities to disadvantaged populations, to enable them to participate effectively in their countries' social, economic and political processes.

1.e. ALTERNATIVES

Alternatives to the organizational strategy described herein - - - making one contractor responsible for overall management, or approaching the problem on a piecemeal basis --- have been rejected for the reasons already stated.

TA/EHR is convinced that this strategy represents the most effective, efficient way of addressing a broad-based problem area with all the resources we have at hand.

1.f. BENEFICIARIES

Insofar as the project is successful in its aims, primary beneficiaries will be those populations currently without effective access to learning opportunities which would enable them to increase their participation in the social, political, and economic life of their nation. To assure that any NFE activities given support through the project are in fact addressing needs of those populations, any group receiving assistance will be required to enter into a "contract" with the population it purports to serve. This "contract" will spell out mutual obligations and expectations, and should assure that all project activities are seen as useful and desirable by their intended beneficiaries.

1. g. Spread Effect:

TA/EHR will carry out the project as a multi-regional effort, working with interested LDCs in at least two regions, establishing intraregional information-sharing at an early stage and throughout the life of each sub-project, so as to maximize possibilities for dissemination and adoption of the ideas. The project will play an active role in assisting selected LDCs to set up a centrally-supported NFE mechanism, train those who will be part of the effort, and examine carefully the results of the approach.

2. Financial Requirements: (in 000)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>	
Inventory/assessment/evaluation	200	100	100	400
Materials development	150	130	200	480
Training	140	200	300	640
Communications	160	150	200	510
Finance <i>1,040</i>		100	230	330
	<u>650</u>	<u>650</u>	<u>1,030</u>	

2. b. AID SHARE:

AID's share of the costs is estimated (see below) at 75%, all grant funding.

2. c. HOST COUNTRY SHARE:

Host country contributions will be staff salaries for host country nationals named as NFE staff, for facilities to house the activities, and for radio time and other such non-hardware communications costs. These contributions should amount to approximately 25% of the above budgets, although we cannot be specific at this time. The activities initialed in this project are expected to be self-perpetuating at the end of TA/EHR's involvement. A financial projection will be drawn up in the PP.

3. DEVELOPMENT OF THE PROJECT:

As stated earlier, project management will be to the greatest extent possible the responsibility of participating USAIDs. TA/EHR staff will handle the orchestration of resources, contacts with contractors, and liaison with USAIDs.

3. a. SCHEDULE:

PRP - February 1977
PP - FY 77

3. c. RESOURCES NEEDED:

Consultants needed for preparation of PP = 15 person days

4. ISSUES:

Two major issues will be addressed by this project. First, a top-level issue; can non-bureaucratic management structures for NFE take their place alongside more traditional organizational patterns as effective mechanisms for national level NFE support?

Second, a ground-level question: Given that a variety of factors have led to creation of a wide range of locally-generated, ad hoc NFE activities, can an "orchestrated approach" as described in this document develop a cost-effective system for the sort of knowledge generation and delivery generally acknowledged to be necessary for those people currently outside any formal or nonformal framework?

ENVIRONMENTAL IMPACT: We have made a threshold decision that an environmental assessment or impact statement will not be required.

STATE - A.I.D. - USIA ROUTING SLIP				DATE 1/6		
TO:	Name or Title	Orgn. Symbol	Room No.	Bldg.	Initials	Date
1.	<i>Curran</i>					
2.	<i>Milow</i>					
3.	<i>Tracy</i>					
4.						
5.						
Approval		For Your Information		Note and Return		
As Requested		Initial for Clearance		Per Conversation		
Comment		Investigate		Prepare Reply		
File		Justify		See Me		
For Correction		Necessary Action		Signature		
REMARKS OR ADDITIONAL ROUTING						
<p>I think this is a satisfactory response. If you agree, pls proceed with the PID:</p> <p style="text-align: center;">ROS</p> <p><i>Don't check this one in. It's not a case. It's just a PID and I've already processed it.</i></p>						
FROM: (Name and Org. Symbol)			ROOM NO. & BLDG.		PHONE NO.	
<i>John A. ...</i>			<i>...</i>		<i>...</i>	

MEMORANDUM

December 22, 1977

TO : DS/PPU, Robert Simpson
FROM : DS/EHR, B. Wilder *BW*
SUBJECT: PPU Review of 1054 Structuring Nonformal Education.

The purpose of this memo is to clarify certain points raised during the internal review of the subject PID.

This project is the only new start in the RDA - Nonformal Education for FY '78. It is not the most important because it is the only start, it is the only start because of its importance. When the PID was first prepared in 1976 the decision was made that it should be our major effort in FY 78. The decision has been confirmed in subsequent program reviews. Its significance lies in the fact that it will develop and test the only presently proposed alternative to centrally funded and managed NFE programs that have the potential of mass impact. It will at the same time provide a mechanism for making available to diverse NFE activities the products of all our other R & D activities in NFE and in Education Technology that are relevant. The first two and a half pages of the PID adequately summarize the rationale for the approach to be developed and tested. The project is in the Base program of the office.

In answer to the specific issues and questions raised:

- 1) The intent of the project is to develop and test a prototype mechanism to achieve the project purposes stated in the first paragraph under PURPOSE on page three. The next paragraph refers to instrumentalities that will be used to achieve the purpose. Support of "centers of expertise" is not a project purpose.
- 2) We will, as you suggest, have to address the implications of success for resources needed to assist in adaption/replication of the mechanism in other LDCs. The PID envisions outputs in the form of manuals, descriptions and evaluations. The PP will also address the question of the availability of human resources, both U.S. and LDC to assist in any follow on activities.
- 3) We will examine the need for funds for assistance in site selection and incorporate results in the PP. It is our intention to identify the site after the PP has been written, but before any funds are obligated. The PP and the Pro-Ag or PIC/T will specify the work plan and overall project design. Detailed design of the central support mechanism will be one of the first project activities.

4) We agree that the two issues stated at the end of the PID are indeed hypotheses to be tested. We will revise this aspect.

5) The role of DSB/EHR in the management of this project needs to be more carefully considered and specifically stated. It has been our judgment that the management requirements in the U.S. should be performed by DSB/EHR and we have allocated 75 person days in FY 78 for this purpose.

These management requirements will include the provision of inputs from at least four U.S. sources of expertise that have proven capability in specific areas. It may also be necessary to make provision for inputs from international or regional sources of expertise such as SEAMEO, PAID or IAF. A single U.S. contractor would not be able to match the quality of these diverse sources. Further, the RDA Nonformal Education staff has been the source of impetus in this area. We have no contractor or other sources that have been dealing with the general problem, other than with individual elements. We have found ourselves the initiator of thinking in terms of the mechanism suggested in the PID. The general reaction throughout, when we have made presentations, has been positive and enthusiastic.

The Mission will play a role in project management. This will have to be specifically addressed in the PP and in even more detail after the country has been identified. At a minimum the Mission will execute a Pro-Ag and serve as the field liaison. If an education officer is posted at the Mission, the Mission role can be increased.

The day to day management of the development and testing of the prototype will be the responsibility of the instrumentality established or linked to in the LDC. A full time resident field manager is by no means an excluded possibility.

6) The assumption is made that community identified projects are those that should be addressed. We do not, however, perceive that these would be generated by the community ex nihilo but would be identified from options available from various sources. A crucial task in this regard is to assist the community in identifying live options and making realistic choices.

7) It is our intention to develop and test a mechanism that will service both organizations providing NFE and community groups wishing to obtain NFE service. Organizations to be supported can be both private and public. They can also be organizations that can direct activities that are primarily NFE in nature and ones who use NFE as a technique or tool such as agriculture extension, health services, etc.

memorandum

DATE: December 5, 1977

REPLY TO
ATTN OF: DS/PPU, J. M. Prosser

SUBJECT: PID Review, Project 931-1054, Structuring NFE Resources

TO: DS/PPU, Ms. Mary Mozynski

1. Using the attached aide memoir as a guide, Bob Simpson and I met today with Mr. Sprague, Dr. Wilder, and Dr. Hoxeng to discuss the PID for this project. It was decided that Dr. Wilder will cover this PID with a memo from Wilder to Bob Simpson along the lines of my marginalia on attached guidelines. Bob Simpson will then forward both PID and Dr. Wilder's memo to Marjorie Belcher recommending approval.
2. The Wilder memorandum will be a memorandum of understanding between EHR and PPU and will, inter alia, make clear that this project will be an analysis and planning effort seeking a means of applying existing resources into NFE efforts of selected LDCs without creating formal structures parallel to those of the ministries of education. It will also document the process that evolves. The development of regional capabilities by LDC agencies is a part of the project purposes.
3. Mr. Simpson's memo recommending approval must record the design instructions he has already given verbally for the development of the PP. It will also discuss the management implications and explain why it is useful to go about it in this way.



Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

OPTIONAL FORM NO. 10
(REV. 7-76)
GSA FPMR (41 CFR) 101-11.6
5010-112

STATE - A.I.D. - USIA ROUTING SLIP				DATE December 1, 1977		
TO:	Name or Title	Orgen. Symbol	Room No.	Bldg.	Initials	Date
1.	Bob Simpson					
2.	John Gunning					
3.	Ken Milow					
4.	Lawrence Hellman					
5.						
Approval		For Your Information		Note and Return		
As Requested		Initial for Clearance		Per Conversation		
Comment		Investigate		Prepare Reply		
File		Justify		See Me		
For Correction		Necessary Action		Signature		
REMARKS OR ADDITIONAL ROUTING						
<p style="text-align: center;">Restructuring NFE Resources PID.</p> <p>We have set up another meeting to discuss this PID with Dr. Hoxeng and Dr. Wilder, EHR.</p> <p>Meeting will be at 9 a.m. Monday, Dec. 5, in Mr. Simpson's office.</p> <p>Informal notes on our previous discussion are attached for your possible use as an aide memoire of some issues that require resolution in the revised version of this PID.</p>						
FROM: Name and Org. Symbol		ROOM NO. & BLDG.		PHONE NO.		
Mac Prosser				59048		

Guidelines for Discussion with Bernard Wilder

Concerning Structuring NFE Resources, Proj. 931-1054

1. This project does not need to be resubmitted to R&DC since it was approved during the ABS Review (Bob Simpson).

2. There seems to be a dual purpose in this project:

(a) to create a mechanism to preserve AID access to, and easy utilization of, EHR resources listed on pages 5 and 6 of the draft PID; and—

(b) to create model mechanisms in at least two LDCs to support and expand NFE activities in those countries.

Comment: We understand EHR's manpower constraints, but question whether both project purposes can be accommodated without a Project Manager or, at least, without an additional commitment of managerial time by EHR.

Three man-months of managerial time seems very low--minimal, if not too little. Should there be two projects or two sub-projects under a single project umbrella?

3. Should we fund, very early in the project, some monies for contract assistance in design, site selection, and in project management?

4. The two "issues" identified in the PID, i.e.; (1) can a non-bureaucratic management structure for NFE be devised and, (2) can cost effective structures and procedures for NFE be developed; seem, in fact, to be assumptions or hypotheses that should be tested by the project activity.

5. The initial survey and the inventories of those NFE activities already underway in the selected LDC could also include an element seeking to identify potential vectors for NFE materials--existing programs that

might utilize NFE materials, existing organizational structures (unions or co-ops) that might also serve NFE purposes if assisted with materials, advice, communications support or money.

6. There is a danger when supporting informal structures outside the traditional ministerial organizations of host governments of inducing or contributing to the perpetuation of nepotism. Means should be sought to avoid, or to limit, the possibilities for such abuses.
7. Non-formal Education is not a universally accepted concept even within USAID. Therefore, it is important that this project be well designed in order to keep the concept alive as well as to test and prove delivery structures and mechanisms. It is essential to demonstrate in a measurable way an effective system of NFE management and support. The role of DSB/EHR in the management of this project needs to be more carefully considered and more specifically stated in the PID. It is further recognized that a very important element in the success of this project will be nature and quality of field mission managerial in-puts. For this reason, the sites need to be selected both on the basis of host country environment and USAID field mission interest and capability to assist in project management.
8. There is implicit in the project description/^{the assumption} that only community generated NFE projects are sound and that only community perceived needs should be addressed. Is this sound?
9. It would be useful to include in the project description a set of guidelines for development of the project and some guidelines for the ultimate

USE PERFORATED LINE FOR... **632-931** USE PERFORATED LI
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9311054-8
 PD-106-425-C1

931-1054

AID 1350-1 (1-78)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country Lesotho	Page 1 of 16 Pages
		2. PIO/T No. 632-931-1054-3-90662	3. <input checked="" type="checkbox"/> Original or Amendment No. _____
PIO/T	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	4. Project/Activity No. and Title 931-1054 Structuring Non-Formal Education Resources	

DISTRIBUTION	5. Appropriation Symbol 72-1191021.5		6. Allotment Symbol and Charge 945-36-099-00-20-03	
	7. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Implementing Document		8. Project Assistance Completion Date (Mo., Day, Yr.) April 30, 1983	
	9. Authorized Agent USAID/Lesotho		10. This PIO/T is in full conformance with PRO/AG 79-632-5 Date August 2, 1979	
	11a. Type of Action and Governing AID Handbook <input checked="" type="checkbox"/> AID Contract (HB 14) <input type="checkbox"/> PASA/RSSA (HB 12) <input type="checkbox"/> AID Grant (HB 13) <input type="checkbox"/> Other		11b. Contract/Grant/PASA/RSSA Reference Number (if this is an Amendment)	

12. Estimated Financing (A detailed budget in support of column (2) is attached as attachment no. 1)

Maximum AID Financing		(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
		A. Dollars	- 0 -	\$16,000	
B. U.S.-Owned Local Currency					

13. Mission References

14a. Instructions to Authorized Agent
 USAID/Lesotho will contract with an architect-engineer firm to provide complete architectural design of the Lesotho Distance Teaching Center facility and related construction bid tendering documents and to provide supervision and inspection services for construction of same. Included shall be A-E services to prequalify construction contractors, receive construction bids, analyze bids, and make a recommendation for award. Provisions of AIDPR 7-4.10 shall be followed relative to selection of the architectural firm (less the exception provided in paragraph 19G herein concerning the advertising requirement).

14b. Address of Voucher Paying Office
 Office of the Controller
 USAID/Lesotho
 P.O. Box MS 333, Maseru

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 E. KIM:ENGR <i>Eh</i>	Phone No. 23954 Date	B. The statement of work lies within the purview of the initiating and approved agency programs B. Bahl:PRM <i>Bahl</i>	Date 2-22-80
C. J. Carney:HRDC <i>J. Carney</i>	Date 2/27/80	D. Funds for the services requested are available	
E. B. Ryan:EXO <i>B. Ryan</i>	Date 2/25/80	R. Bonaffon:CONTR <i>Bonaffon</i>	

10. For the cooperating country: The terms and conditions set forth herein are hereby agreed to Signature (Per reference PRO/AG) _____ Date _____ Title _____	17. For the Agency for International Development Signature Frank D. Correl Date _____ Title Director
---	--

CAUTION - Remove protector sheet before typing - replace when typed

AID 1350-1 (1-78)	1. Cooperating Country Lesotho	2. PIO/T No. 632-931-1054-3-90662	Page 2 of 16 Pages
	4. Project/Activity No. and Title 931-1054 Structuring Non-Formal Education Resources		

SCOPE OF WORK

18. THE SCOPE OF TECHNICAL SERVICES REQUIRED FOR THIS PROJECT ARE DESCRIBED IN ATTACHMENT NUMBER 1 HERETO ENTITLED "STATEMENT OF WORK".

19. SPECIAL PROVISIONS

- A. LANGUAGE REQUIREMENTS (SPECIFY) Not applicable
(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).
- C. DUTY POST(S) AND DURATION OF TECHNICIANS' SERVICES AT POST(S) (MONTHS)
- 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 PIO/T
- G. OTHER (SPECIFY) Regional Legal Advisor, per Mbabane 2922, 5 October 1979, responded to Maseru 2499 by stating that AID Handbook provisions permit procurement of A-E services without advertisement when services are under \$50,000 (HB 1, Supplement B, paragraph 12B2g). This procurement accordingly need not be advertised in the Commerce Business Daily.

20. BACKGROUND INFORMATION (ADDITIONAL INFORMATION USEFUL TO AUTHORIZED AGENT)

Reference USAID/Lesotho Contract No. AID 632-80-01. This A-E contract required preparations of architect-engineer statements of work with cost estimates for design and supervision & inspection services for the Lesotho Distance Teaching Center, the IMRC facility, and NUL/IEMS facilities. Submission of the LDTC A-E statement of work with cost estimate was effected on 13 January 1980. This PIO/T incorporates both the statement of work and the related cost estimate.

21. SUMMARY OF ATTACHMENTS ACCOMPANY THE PIO/T (INDICATE ATTACHMENT NUMBER IN BLANK)

- 1 DETAILED BUDGET IN SUPPORT OF INCREASED FUNDING (BLOCK 12)
- _____ EVALUATION CRITERIA FOR COMPETITIVE PROCUREMENT (BLOCK 14)
- _____ JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT (BLOCK 14)
- 2 STATEMENT OF WORK (BLOCK 18)
- _____ WAIVER(S) (BLOCK 19) (SPECIFY NUMBER)

CONTINUATION SHEET	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet <input checked="" type="checkbox"/> Issuance	PAGE <u>4</u> OF <u>16</u> PAGES	
	<input type="checkbox"/> PIO/C <input type="checkbox"/> PIO/P <input checked="" type="checkbox"/> PIO/T <input type="checkbox"/> PA/PR	1. Cooperating Country <u>Lesotho</u>		
		2a. PIO Number <u>632-931-1054-3-90662</u>		2b. Amendment <input checked="" type="checkbox"/> Original OR No. _____
		3. Project Number and Title <u>931-1054</u> <u>Structuring Non-Formal Education Resources</u>		

Indicate block numbers Use this form to complete the information required in any block of a PIO/P, PIO/T or PA/PR. For PIO/C, furnish the item number, quantity, description/specifications, including catalog stock number and price when available.

12

Attachment No. 1

(a) Direct Costs (Labor and Purpose):

(1) Professional : Time and Rate

70 hours at R20.00	1400	
160 hours at 9.00	1440	\$ 3440.00

(2) Non-professional: Time and Rate

180 hours at R 5.50	1199.00	
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Sub-Total		4639.00
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(b) Indirect Cost (Overhead)

Percent (64.36% x subtotal for direct costs:		2986.00
--	--	---------

(c) Other Costs:

(1) Materials: Drawing office materials, stationery, photocopies, printing		969.00
--	--	--------

(2) Transportation: General travelling		242.00
--	--	--------

(3) Equipment:		-
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(4) Communications: (Post and Telegraphs):		121.00
--	--	--------

(5) Site Investigation (soils):		303.00
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(6) Site Survey:		303.00
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(7) Quantity Surveyors:		4699.00
-------------------------	--	---------

(d) Sub-total of items (a), (b) and (c)		14262.00
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(e) Profit: 12% times (d):		1711.00
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Grand Total: (Items (d) and (e):		<u>\$15973.00</u>
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NOTE: For the purpose of sub-division the above total fee may be broken down as follows:

Title 1. Design - 75% = \$11980.00

Title 2. Supervision and inspection services

CONTINUATION SHEET	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet <input checked="" type="checkbox"/> Issuance	PAGE <u>5</u> OF <u>16</u> PAGES
	<input type="checkbox"/> PIO/C	1. Cooperating Country Lesotho	
	<input type="checkbox"/> PIO/P	2a. PIO Number 632-931-1054-3-90662	2b. Amendment <input checked="" type="checkbox"/> Original OR No. _____
	<input checked="" type="checkbox"/> PIO/T	3. Project Number and Title 931-1054 Structuring Non-Formal Education Resources	
<input type="checkbox"/> PA/PR			

Indicate block numbers

Use this form to complete the information required in any block of a PIO/P, PIO/T or PA/PR. For PIO/C, furnish the item number, quantity, description/specifications, including catalog stock number and price when available.

18

STATEMENT OF WORK FOR ARCHITECT-ENGINEER (A-E) CONTRACT FOR THE PREPARATION OF SCHEMATICS, DESIGN AND SUPERVISION AND INSPECTION SERVICES FOR: LESOTHO DISTANCE TEACHING CENTER, PROJECT NO. 931-1054

SECTION I

A. PROJECT

Lesotho Distance Teaching Center (LDTCC) an Administration Building, Maseru, Lesotho.

B. CONTRACTING AGENCY

The Contracting Agency is USAID/Lesotho with the Ministry of Works Government of Lesotho.

C. CONTRACT A-E SERVICE

The Contract between the A-E Contractor and the Contracting Agency will be a fixed lump sum contract.

D. CONSTRUCTION CONTRACT

The Construction Contract shall be the 1980 Form of Contract of the Ministry of Works, Government of Lesotho, incorporating Bills of Quantities.

E. COST ESTIMATE

The Contractor shall prepare detailed cost estimates for the proposed Construction Contract for the L.D.T.C. facility.

E. DEVELOPMENT

The A-E shall:

1. Perform necessary site investigations for satisfactory designs of water service, sewer services, electrical service, and telephone service as well as for an access road and adequate storm drainage.

2. Provide the appropriate number of test borings at the specific sites designated to receive the building facilities to determine sub-surface conditions and to ensure placement of facilities on a satisfactory site. Soils testing shall also be conducted to obtain soils data for the performance of satisfactory foundations designs.

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MC GREGOR AND WERNER INC. WASHINGTON 12, D.C.

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	<input type="checkbox"/> PIO/C	1. Cooperating Country Lesotho	
	<input type="checkbox"/> PIO/P	2a. PIO Number 632-931-1054-3-90662	2b. Amendment <input checked="" type="checkbox"/> Original OR No. _____
	<input checked="" type="checkbox"/> PIO/T	3. Project Number and Title 931-1054 Structuring Non-Formal Education Resources	
<input type="checkbox"/> PA/PR			

Indicate block numbers

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3. Conduct utilities investigations at the specified sites to ensure against inappropriate or unsatisfactory placement of facilities over existing utilities or drainage structures.

4. Provide a topographical map of the entire site area with one-half meter contour intervals for relatively flat site areas. All existing features shall also be identified and re-located through concrete surveying monuments and other acceptable and satisfactory surveying practices.

5. Perform the design for the civil works including designs for the access road, storm drainage, site grading, walkways, and exterior electrical, sanitary sewer, water service, and telephone service. Where connections to existing utilities and roads are to be made beyond the boundary of the site area, the A-E shall identify the connecting point in his civil works drawings and related documents. Sizes, capacities, and measurements, as appropriate, of the existing services (utilities and roads) to be connected to shall be described in detail. The design analyses required for the design shall be demonstrate the absorptive capacity of existing utilities to accommodate, on a satisfactory and future anticipated basis, all facilities to be placed and anticipated to be placed at the project site.

6. The statements-of-work for building facilities shall include requirements for the satisfactory designs of the foundations works, structural works, HVAC (heating, ventilation and airconditioning) as appropriate and/or required, interior plumbing and drainage, interior electrical, acoustical treatment as required or appropriate, insulative treatment, telephone systems, and of the architectural features of the facilities.

7. At the option of the Contracting Agency, the A-E shall provide construction supervision which shall include inspection, testing, scheduling, cost control, reporting, and execution of change orders and/or modifications to the construction contract.

8. The A-E shall also be required to record all changes to original plans and specifications used for the contract and provide two sets of good reproducible "as-built" drawings for retention by the Ministry of Works's Architectural Branch and the client institution. Two sets of clear "as-built" prints shall also be provided the client institution for its subsequent maintenance and future planning purposes.

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G. INSURANCE

(i) The A-E Contractor is to furnish the Contracting Agency with proof of a professional Insurance Policy which is to cover the works.

(ii) Proof of payment of loss or document insurance policy is also to be furnished to the Contracting Agency.

SECTION II - Scope of Services

1. This section specifies both the detailed engineering design requirements, Title I, and the construction supervision requirements, Title II, that are to be fulfilled or performed by the A-E.

It is expressly understood that the A-E shall not perform any of the construction supervision functions specified in Title II unless the Contracting Agency, Contracts for the A-E to perform such services.

2. The facilities under the project to be designed is generally described as follows:-

a. Title I: Design

(1) Planning:

(a) The A-E shall conduct orientation meetings as required with the Contracting Agency, the institution client, and as appropriate, the Architectural Branch of the Ministry of Works to establish:

- 1 project goals
- 2 an overall strategy for the projects
- 3 procedures
- 4 responsibilities
- 5 communications

(b) The A-E shall provide a program manual with a schedule to cover the project contemplated which summarizes and tracks the essential operations and elements associated with implementation.

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tion of the design and construction for the Contracting Agency's review. This manual shall include the conceptualization of the project as envisioned by the A-E. The A-E shall advise the Contracting Agency on necessary official approvals, permits, licenses, and bonds, etc., and shall take the necessary actions to obtain them.

(c) The A-E shall, under his contract with the Contracting Agency, prepare, negotiate, award, and supervise sub-contracts between himself and other Contracting Agency approved sub-contracts and/or individuals.

(d) The A-E shall perform work as follows:

1 Provide all documents necessary to obtain building permits and the required authorizations by other Governmental agencies.

2 Perform all design work normally included in the category of architecture, such as design concept, plans, elevations, cross sections, architectural details and renderings.

3 Provide landscape and site improvement plans.

4 Provide selection of materials, colors and other architectural components.

5 Provide furniture and equipment layout drawings.

6 Prepare an inexpensive model for each site at scale 1:200.

7 Provide soil and site surveys, inspections and tests, and procure, perform and/or manage these functions as required.

8 With his own forces and/or outside professionals accepted by the Contracting Agency, prepare all plans, specifications and quantity estimates, and complete the detailed engineering design of civil works, structural engineering, site works, soils investigations, foundation designs, utility designs, including electrical, HVAC (heating, ventilation, and air conditioning) water, sanitary and sewage disposal systems, site improvements, acoustical treatment as appropriate, and all other designs as necessary and/or required by Government of Lesotho legislation for the project as contemplated.

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It shall be the A-E's responsibility to co-ordinate all the required inputs to complete the fixed price bid construction package for the project. The A-E shall prepare invitations for bids, receive and evaluate bids, and recommend awards as directed by the Contracting Agency. AID's requirements for tendering documents shall be incorporated.

9 Upon completion of preliminary plans, preliminary specifications and preliminary cost estimates of the project at about the 40 or 50 percent completion stage, a review and approval will be made by the Contracting Agency before proceeding with final design and fixed plans, specifications, cost estimates and other bid documents. Four sets of these preliminary documents shall be furnished for such review purposes. The A-E's conceptualization of the project shall be approved by the Contracting Agency prior to initiation of design work for the preliminary drawings.

10 Drawings and specifications will be written in English and will allow uniform codes applicable to Lesotho. Drawings will be done standard size with size and format to be approved by the Contracting Agency.

11 The Contracting Agency shall have the right to continually review the A-E's plans and specifications and other design documents as they are being developed. Design documents shall advise on site use and improvements, construction feasibility, availability and cost of materials, labor and building systems.

12 The A-E shall prepare all necessary construction contractor prequalification forms and invitations for fixed price competitive bids; and shall receive, analyze bids, and recommend awards to the Contracting Agency as directed. The A-E shall prepare construction contracts in collaboration with the Contracting Agency to enable award of the construction contract through the Ministry of Works, or at the option of the Contracting Agency, directly by the Contracting Agency.

13 In developing tendering documents and schedules, the A-E shall consider such factors as time and sequence of work, long lead-time materials and equipment, labor availability, trade jurisdictions, and local contracting practices. The A-E shall also recommend a strategy for bidding and/or negotiating construction contracts. A.I.D.'s geographic source origin requirements with any waivers provided which are applicable to the construction contract shall be incorporated as required.

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Indicate block numbers

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14 The A-E shall prepare and analyze proposed Bills of Materials and recommend to the Contracting Agency, as appropriate, the advance procurement of materials equipment determined to be long-lead time items. Upon receipt of the Contracting Agency's approval, the A-E shall arrange for the procurement, delivery, and safe storage of the approved long-lead time items. Depending on the source and origin of such long-lead items, the Contracting Agency may direct the A-E to collaborate with Government to have the items procured under the Government's procurement processes. The Contracting Agency, however, may, at its option, have the items procured under its own procurement processes.

15 The A-E shall assure the construction contract documents contain provision for the temporary facilities and services for the common use of contractor personnel.

16 The A-E shall prepare monthly reports on all phases of design activities which shall include a financial section on the contract's costs, schedules progress versus actual progress, problem areas and proposed solutions, and any additional items of concern to the A-E that should be brought to the attention of the Contracting Agency.

(2) Scheduling:

(a) The A-E shall provide an initial master schedule for the design, procurement, and construction activities, establish the overall duration of the program and identify those activities that are most critical; update and schedule and expand the level of detail as the project progresses during the design phase.

(b) Advise the Contracting Agency on contract provisions for controlling construction schedules; prepare schedules for inclusion in the bid documents for controlling duration and sequencing of the contractor's work.

(3) Costs:

(a) The A-E shall prepare an overall project budget, including construction costs, fees, contingencies, and reserves.

(b) Prepare a detailed cost estimate to include all work proposed for the construction contract, through completion of,

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construction.

(c) Periodically provide updated estimates and reports to the Contracting Agency during the design phase. Notifies the Contracting Agency if the project varies from the budget or if market fluctuations jeopardize the possibility of constructing the project within the budget.

(d) Prepare bid documents. Establish bidders list; establish and evaluate bidders qualifications and recommends a bidders list for approval by the Contracting Agency; holds prebid conferences; promotes interest among potential qualified contractors; receive bids on behalf of the Contracting Agency as directed and negotiates for a contract and/or advises on the award of construction contracts; compares potential proposals or bids to estimate prepared for the project and analyzes the effect of actual bid prices on total project budget; review costs with bidders and negotiates economics as appropriate.

b. Title II - Supervision and Inspection of Construction

(1) At the option of the Contracting Agency, the A-E shall perform all required functions of field construction supervision, monitoring and inspection. Supervision of construction shall include but not be limited to the following: job site organization; construction contractor's compliance with contract plans, specifications, and other instructions; quantity surveying; cost controls; shop drawing; submittals by contractors or subcontractors; approvals; certifications; control and overall coordination of construction contractor's work.

(2) Establish and coordinate construction supervision as required including the necessary disciplines to supervise and inspect electrical plumbing, HVAC, structural steel and other foundation, concrete, telephone conduits and circuitry, etc. Provide all facilities and equipment necessary to coordinate efficiently the construction work. Clearly define the roles of authority and the responsibilities of the supervision and inspection members.

(3) Coordinate with each construction contractor to develop detailed construction schedules for completion of the work; monitor, update, and report on this schedule during the construction period.

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(4) Maintain a daily log. Prepare a contractor's manual to instruct construction contractors on procedures for control of submittals, transmittals, field orders, change orders, directives, approvals, on-site communications, inspections, and requests for payments.

(5) Recommend a program to the Contracting Agency to establish safety and security functions at the site. (The performance of this service by Contractor does not relieve the construction contractors of their responsibilities for the safety of persons and property and compliance with all Lesotho Government statutes, rules, regulations, and orders applicable to the conduct of the work; nor does it imply that the A-E assumes responsibility for the compliance thereof).

(6) Project Accounting: Establish and periodically produce a series of project accounting reports for each construction contract, showing budget, estimate, contractual obligation, change orders, anticipated payment status reports and report on the status of the project reserves; monitor and report on expenditures against the contract amount. Furnish the Contracting Agency with a detailed documentation of the total project cost.

(7) Constantly update plans and specifications as changes or modifications are introduced into the actual construction (including civil works) and hand over "as-built" drawings and prints as specified hereinbefore.

(8) Observe work in progress and notify the Contracting Agency of any work that appears not to meet plans and specifications and provide solutions to field problems. Direct the construction contractor to check shop drawings for field conditions.

(9) Negotiate change orders on behalf of the Contracting Agency, maintains a file of all field orders, change orders, modifications, and directives.

(10) Coordinates the check out for satisfactory operation and acceptability of utilities, systems, and other installed equipment and assists in testing of the project and start-up of the facility constructed for beneficial occupancy. Provides final approval of acceptance of the facility for final payment together with the Contracting Agency.

(11) Prepares punch check lists of deficiencies

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construction contractor.

(12) Furnishes the Contracting Agency with all records, certificates, guarantees, warranties, and releases which may be in the Contractor's possession at the completion of the contract.

(13) Collects all operational manuals issued by materials and equipment suppliers, and prepares three bound copies of operational and maintenance brochures for each facility to be handed over to the officials or authorities that will operate each facility upon completion of the construction.

(14) Prepares, approves, certifies, and submits to the Contracting Agency, monthly reports and progress payments requests by the construction contractor and other vendors.

SECTION III - Technical Directions

Performance of the work under the A-E contract shall be subject to the technical directions of USAID/Lesotho which may, depending on its own option, be the Contracting Agency as well. As used herein, "Technical Directions" are directions to the A-E which may change the design criteria, fill in details, suggest or instruct on possible lines of inquiry, direct changes to proposed layouts and design concepts by the A-E, provide for corrective actions and other related bid tendering documents, provide clarifications which permit a better understanding by the A-E of the general scope of the work.

SECTION IV - Period of Contract

The effective date of this A-E contract is the date of signature by the Contracting Officer on the cover page. The completion date for Title I services (design) is _____ days thereafter. (Not including time required by the Contracting Agency for reviews and approvals of sketches and designs).

SECTION V - Fixed Price Cost

1. The total fixed price for the Title I services (design) of the A-E contract are Rands _____ or U.S.\$ _____

2. The total fixed price cost for the Title II services (Supervision and Inspection) of the A-E contracts are Rands _____

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or U.S.\$

3. All payments to the A-E shall be in South African Rands if the A-E is a locally based firm in the Southern African geographical area. If the A-E is a U.S. firm, payments shall be made in Rands and U.S.\$ as negotiated and set forth in the contract.

SECTION VI - Drawings and other Data to Become Property of the Contracting Agency

1. All originals and other documents and data developed by the A-E under the A-E contract shall be furnished to the Contracting Agency for the Contracting Agency's use and record. The A-E will be allowed to retain one set of reproducible of the original plans and specifications and other related data.

2. All designs, drawings, specifications, notes and other work developed by the A-E in the performance of the A-E contract, shall be and remain the sole property of the Contracting Agency and may be used on any other work which the Contracting Agency, the Government, and/or client institutions may determine, without any additional compensation to the A-E. With respect thereto, the A-E contractor agrees not to assert any rights and not to establish any claim under any design patent and/or copyright laws or practices and/or procedures of professional societies to which the A-E belongs. It is understood that the A-E contractor will include these conditions under any sub-contracts he may enter with engineers and/or consultants for their work on this project.

3. The A-E for a period of three years after final payment under this contract agrees to furnish and provide access to all retained materials and/or documents relating to this contract at the request of the Contracting Agency.

EXHIBIT 1

A. GENERAL REQUIREMENTS

1) The proposed new building is to be sited adjacent to the existing Lesotho Distance Teaching Center and linked to this present facility. The building is to be a two level complex consisting of a framed concrete structure with brick or block infill panels.

2) The roof is to be constructed of preformed timber trusses, with

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with minimum of 50mm fibre glass insulation.

3) The external facing is to be "Bedco" or similar brick veneer.

4) Windows to be pivot type aluminium. The windows are to be screened.

5) Internal walls (non-load bearing) to be vinyl covered steel studded gypsum partitions.

6) Heating is to be provided by means of night storage units and shall be operated by means of a controlled time switch.

7) All electrical and telephone services to be provided in a metal trunked power skirting.

8) Lighting will be by means of strip fluorescent fittings.

9) Provision for fire fighting equipment.

10) Provision for built in closet space in the offices.

11) External security lighting.

12) Landscaping to perimeter of the building.

B. ACCOMMODATION

i)	Board/Conference room 50 people capacity	65 sq. m.
ii)	Seminar room 15-20 people	40 sq. m.
iii)	Library	30 sq. m.
iv)	Office space	
	1 Deputy Director 1 person	16 sq. m.
	2 Lit and Num staff 3-4 persons	24 sq. m.
	3 Research staff 3-4 persons	24 sq. m.
	4 Serv. Agency staff 3 persons	24 sq. m.
	5 Radio Studio staff 3 persons	24 sq. m.
	6 Course Writers 3-4 persons	48 sq. m.
	7 Interview room 3-4 persons	24 sq. m.
v)	Record Room	9 sq. m.
vi)	Store room	9 sq. m.
vii)	Tea preparation	9 sq. m.
viii)	Cleaner Store	3 sq. m.
ix)	Toilet facilities	9 sq. m.

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<input type="checkbox"/> PA/PR		632-931-1054-3-90662	<input checked="" type="checkbox"/> Original OR No. _____	
		3. Project Number and Title		
		931-1054		
		Structuring Non-Formal Education Resources		

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a) Male 2W.C. 2 W.H.B. 2 Stall Urinal

b) Female 2 W.C. 2 W.H.B.

Incorporated with the female cloakroom is to
a rest room 15 sq. m.

x) Switch room 3 sq. m.

Total 367 sq. m. (3773 sq. ft.)

FINISHES

Internal walls (offices)	Two coat cement Plaster and P.V.A. finish
(Toilet)	First grade white and glazed tiles
Floors	Vinyl Asbestos tiles
Ceiling	Nimbus Acoustic Fibrous composition tiles to first floor. Cement plaster ground floor suspended slab.
Doors	Painted veneer
Door frames	Pressed metal.

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PD-AA6-425-E1

AID 1380-1 (1-78)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country Lesotho	Page 1 of 5 Pages
		2. PIO/T No. 632-931-1054-3-90635	3. <input checked="" type="checkbox"/> Original or Amendment No. _____
		4. Project/Activity No. and Title 931-1054 Lesotho Distance Teaching Center	

DISTRIBUTION	5. Appropriation Symbol 72-1191021.5		6. Allotment Symbol and Charge 945-36-099-00-20-91	
	7. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Implementing Document		8. Project Assistance Completion Date (Mo., Day, Yr.)	
	9. Authorized Agent AID/Washington		10. This PIO/T is in full conformance with PRO/AG 79-632-5 Date August 2, 1979	
	11a. Type of Action and Governing AID Handbook <input checked="" type="checkbox"/> AID Contract (HB 14) <input type="checkbox"/> PASA/RSSA (HB 12) <input type="checkbox"/> AID Grant (HB 13) <input type="checkbox"/> Other		11b. Contract/Grant/PASA/RSSA Reference Number (if this is an Amendment)	

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

Maximum AID Financing	A. Dollars	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
		- 0 -	\$5,600		
	B. U.S.-Owned Local Currency				

13. Mission References	14a. Instructions to Authorized Agent This PIO/T authorizes AID/Washington to execute the necessary contract for the recruitment of a consultant to assist the Lesotho Distance Teaching Center staff in producing a mapping inventory of non-formal education programs in Lesotho. The most qualified individual known to the Mission is Emily Vargas Adams and we would welcome her participation. Liaison with James Hoxeng, DSB/ED/AID/Washington is recommended in the recruitment of Adams. Resume is attached.
	14b. Address of Voucher Paying Office Office of the Controller USAID/Lesotho, P.O. Box MS 333 Maseru, Lesotho

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 J.P. Carney, HRDO <i>Bahl for</i>	Phone No. 23954	B. The statement of work lies within the purview of the initiating and approved agency programs B. Bahl, PRM <i>Bahl</i>	Date 9-6-79
C.	Date	D. Funds for the services requested are available <i>A</i>	
E.	Date	<i>R.A. Bonnafon</i> R.A. Bonnafon, CON <i>9/6/79</i>	

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to Signature (See Grant Agreement) 08-02-79 Title 79-632-5)	17. For the Agency for International Development <i>Frank D. Correl</i> Frank D. Correl Signature 9-6-79 Title Director
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	4. Project/Activity No. and Title 931-1054 Lesotho Distance Teaching Center		

SCOPE OF WORK

18. THE SCOPE OF TECHNICAL SERVICES REQUIRED FOR THIS PROJECT ARE DESCRIBED IN ATTACHMENT NUMBER 1 HERETO ENTITLED "STATEMENT OF WORK".

19. SPECIAL PROVISIONS

- A. LANGUAGE REQUIREMENTS (SPECIFY) None
(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).
- C. DUTY POST(S) AND DURATION OF TECHNICIANS' SERVICES AT POST(S) (~~NOT APPLICABLE~~) FOUR WEEKS
- 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) N/A
- 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 PIO/T N/A
- G. OTHER (SPECIFY)

20. BACKGROUND INFORMATION (ADDITIONAL INFORMATION USEFUL TO AUTHORIZED AGENT)

Obtainable from USAID/Lesotho and Lesotho Distance Teaching Center officials.

21. SUMMARY OF ATTACHMENTS ACCOMPANY THE PIO/T (INDICATE ATTACHMENT NUMBER IN BLANK)

- 2 DETAILED BUDGET IN SUPPORT OF INCREASED FUNDING (BLOCK 12)
- _____ EVALUATION CRITERIA FOR COMPETITIVE PROCUREMENT (BLOCK 14)
- _____ JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT (BLOCK 14)
- 1 STATEMENT OF WORK (BLOCK 18)
- _____ WAIVER(S) (BLOCK 19) (SPECIFY NUMBER)

CAUTION - Remove protector sheet before typing - replace when typed

AID 1350-1 (1-78)	1. Cooperating Country Lesotho	2. PIO/T No. 632-931-1054-3-90635	Page 3 of 5 Pages
	4. Project/Activity No. and Title 931-1054 Lesotho Distance Teaching Center		

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

A. Relationships and Responsibilities

Adams will be directly responsible to USAID/Lesotho and be available to Ken Tsekoa, Director of Lesotho Distance Teaching Center.

B. Cooperating Country Liaison Official

Ken Tsekoa, Director, Lesotho Distance Teaching Center

C. AID Liaison Officials

J. Carney, HRDO
B. Bahl, PRM

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 \neq	COOPERATING COUNTRY	AID	COOPERATING COUNTRY	
(1) Office Space		X			
(2) Office Equipment		X			
(3) Housing and Utilities					
(4) Furniture					
(5) Household Equipment (Stoves, Refrig., etc.)					
(6) Transportation in Cooperating Country					
(7) Transportation To and From Country					
(8) Interpreter Services/Secretarial					
(9) Medical Facilities					
(10) Vehicles (official)					
(11) Travel Arrangements/Tickets					
(OTHER SPECIFY) (12)					
(13)					
(14)					
(15)					

B. Additional Facilities Available From Other Sources

APO/FPO

PX

COMMISSARY

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

C. \neq Under the contract.

AID 1300-1 (7-89) CONTINUATION SHEET FORM SYMBOL	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet <input checked="" type="checkbox"/> Issuance	PAGE <u>4</u> OF <u>5</u> PAGES
	TITLE OF FORM PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	1. Cooperating Country Lesotho	2.a. Code No.
		2.b. Effective Date	2.c. <input checked="" type="checkbox"/> Original <input type="checkbox"/> Amendment OR No. _____
		3. Project/Activity No. and Title 931-1054 Lesotho Distance Teaching Center	

Indicate block numbers. Use this form to complete the information required in any block of a PIO or PA/PR form.

18

ATTACHMENT 1 - SCOPE OF WORK

Scope of Technical Services

A. Objectives for which the Technical services are to be Used:

To research, plan and organize for execution a mapping inventory of approximately 150 Non-Formal Education activities and resources in Lesotho.

B. Description:

This four week consultancy, October 1-26, 1979, will have a scope of work which includes:

- An analysis of the existing, embryonic inventory.
- Designing techniques and methods of obtaining the required information.
- Setting up a strategy of fact finding.
- Traveling extensively within Lesotho to obtain, check and supplement written information.
- Coordinating and assisting the fact finding.
- Writing and mapping out all information into a comprehensive inventory.

TIME OF CONSULTANCY: AS from October 1-26.

The Inventory is to Contain:

- The names and locations of individual bodies, organizations and institutions involved in planning to become involved in Non-formal Education.
- Some historical background to these organizations.
- Their objectives, motivation and resources.
- Their actual and potential audience.
- Their methods and means of reaching their audience.
- Their organizational structure.
- Their financial capacity for Non-formal Education.
- Their projected expansion.
- Their priority areas and identified areas of need.

Upon completion of the consultancy, it is expected that the technician will leave a detailed plan for a mapping inventory of the NFE organizations of Lesotho with the LDTC staff and will also furnish USAID/Lesotho a final report on the consult-

CAUTION - Remove protector sheet before typing - replace when typed MCGREGOR & WERNER, INC.

AID 1300-1 (7-69) CONTINUATION SHEET FORM SYMBOL	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT TITLE OF FORM PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	<input type="checkbox"/> Worksheet <input checked="" type="checkbox"/> Issuance	PAGE <u>5</u> OF <u>5</u> PAGES
		1. Cooperating Country Lesotho	2.a. Code No.
		2.b. Effective Date	2.c. Amendment <input checked="" type="checkbox"/> Original OR No. _____
		3. Project/Activity No. and Title 931-1054 Lesotho Distance Teaching Center	

Indicate block numbers.

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Use this form to complete the information required in any block of a PIO or PA/PR form.

Attachment 2

Illustrative Budget

- 1. Per diem 23 days x \$42 = \$ 1,000
 - 2. Salary - 15 days x 100 = 1,500
 - 3. Travel - \$2,000 = 2,000
 - 4. Typist - \$ 100 = 100
 - 5. Contingency - \$1,000.. = 1,000
- \$ 5,600

Curriculum Vitae

July, 1977

EMILY VARGAS ADAMS

Current Positions

~~Program Advisor in Education
The Ford Foundation
Cra. 13 #63-39, Of. 1003
Apartado Aéreo 52986
Bogotá, Colombia~~

Tel. 35 45 66

US Representative
~~Researcher for the~~
Center for the Development
of Non-Formal Education
(CEDEN)
Calle 44 #14-60, Of. 201, 202
Apartado Aéreo 53372
Bogotá, Colombia

Tel. 69 80 98, 69 80 58

Residence

~~Calle 104 #13-A-53
Bogotá, Colombia
Tel. 57 43 91~~

*9202 Green Circle Drive
~~Green Circle Drive~~
Austin Texas
78757*

Personal mailing address

~~Apartado Aéreo 51227
Bogotá, Colombia~~
tel. 512-258-0004

Personal Information

Marital status: married
Husband's name: Allan W. Adams, Jr.
Children's names: Ingeborg Adams and Allan W. Adams, III

Parents' names: Dr. Anibal Vargas-Barón, Ingeborg von Raven
Vargas-Barón

Academic Training

Stanford University 1965-1968
Associate, Stanford International
Development Education Center (SIDECE)

Ph.D., Anthropology (M.A. Anthropology)

Stanford University 1964-1965
M.A., Hispanic American Studies

University of Washington 1963-1964
M.A., Latin American History

National University, Bogotá, Colombia
(Fulbright Fellowship) 1962-1963

University of Washington 1959-1962

B.A., History major, Spanish minor
magna cum laude, Phi Beta Kappa

Dissertation and Theses Topics

Ph.D. Dissertation in Anthropology:
"Development and Change of Rural Artisanry"
(Oaxaca Valley, Mexico)

Master's Thesis in Anthropology:
"Acculturation and Family and Kinship Change
in the Urban Setting"

Master's Thesis in Latin American History:
"The Bogotazo and its Historical Setting:
A Study of Violence in Modern Colombia"

Fellowships and Grants:

Fulbright-Hays Grant (Mexico) Summer, 1967

National Science Foundation Grant (Mexico) Summer, 1966

National Defense Foreign Language Fellowship 1964-1967

Fulbright Fellowship (Colombia, S.A.) 1962-1963

Ford Foundation Pre-Graduate Assistantship
(University of Washington) 1961-1962

Occupational Experience

Program Advisor in Education August 1, 1972 to
The Ford Foundation July 31, 1978
Office for Colombia and Venezuela

Researcher December, 1973
Center for the Development of Non-
Formal Education (CEDEN) to present
Bogotá, Colombia

Programme Specialist in Education, designer of UNDP projects, and
Director, Program for Anthropology and Language Sciences in Educational Development (ALSED)
Division of Curriculum and Research
Department of School and Higher Education
UNESCO (Paris)

January, 1969 to July, 1972

Consultant to AID and Educational Policy Studies Group, Georgetown University

January, 1971

Assistant Professor
Department of Anthropology
University of Washington
Seattle, Washington

September, 1967 to June, 1968

Consultant
Multi-Media Productions, Inc.
(Mexican American Program)

1967 to 1968

Coordinator of Colombian Area Studies
Peace Corps Training Program
San Diego State College

June to August, 1965

Previous employment included:

- preparation of journal articles
- university instruction
- work on community development projects
- research assistantships

Before 1965

Field Research Experience

Colombia
Project: Research on Non-Formal Education in Colombia

January, 1973 to June, 1975

Oaxaca, Mexico (Fulbright-Hays)
Project: conclusions of field work for dissertation, begun 1966 - research on economic and educational change in peasant Zapotec villages and markets

Summer, 1967

Oaxaca, Mexico (National Science Foundation)
Project: ethnographic research and special study in economic anthropology and cultural change

Summer, 1966

Colombia, S.A. (Fulbright)
Project: study of community development as a program of the Colombian Government, two to four months each in three villages, two months in National University, Bogotá

1962 - 1963

Additional short-term field work or travel in Mexico, Ecuador, Perú, Bolivia, Argentina, Chile, Caribbean, Jamaica, Barbados, Trinidad and Tobago, Guyana, Puerto Rico
Europe: many countries
Iran, Tunisia

Publications

"Prólogo," in Benjamín Alvarez and José Bernardo Toro, Educación No Formal, Colección Educación Hoy Perspectivas Latinoamericanas, Asociación de Publicaciones Educativas, Bogotá, Colombia, 1975.

"Some Comments on Non-Formal Education in Basic and Life-Long Education: Strengths and Limitations," for Meeting of Education Advisors of the Ford Foundation, New York, N.Y., September, 1975

With Wilson Velandia and Gilberto Bello, La Educación No Formal en Colombia: Hacia un Diagnóstico de su Realidad, Centro para el Desarrollo de la Educación No Formal, CEDEN, Bogotá, Colombia, 1975.

With Wilson Velandia, "Informe Preliminar de la Investigación: Proyecto de Investigación sobre la Educación No Formal en Colombia," Educación Hoy, III, No. 18, November-December, 1973.

"Final Report of the Advisory Group of Consultants on the Contribution of Educational Anthropology and Sociolinguistics in Educational Development," UNESCO, Paris, June, 1971.

"Final Report of the Advisory Group of Consultants on the Role of Sociolinguistics in Educational Development," UNESCO, Paris, July, 1971.

A Curriculum Development and Materials Production Center, prepared for UNDP/Special Fund, UNESCO, 1971.

Areas of Specialization

Anthropology and Sociology

family and social change
economic modernization and change
cognitive and linguistic anthropology
educational anthropology and sociology

Education

infant stimulation and early childhood education for
malnourished populations
research planning, organization and methods
project design, planning, evaluation and follow-up systems
non-formal education
bilingual and multilingual education

History

Latin-American history, with emphasis on Colombia in
the 19th and 20th centuries

Professional Memberships

American Anthropological Association (fellow)
Council on Anthropology and Education
Society for Applied Anthropology (fellow)
Royal Anthropological Institute of Great Britain and Ireland
Latin American Studies Association
The Society for International Development
Conference on Latin American History
American Ethnological Society
Sigma Xi
Phi Beta Kappa Association

Foreign Languages

Spanish	fluent
French	fair-good
Portuguese	some
Zapotec	some

Command of linguistic techniques for field work