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PD-AY-658

AGENCY FOR INTERNATIONAL DEVELOPMENT

COOPERATIVE AGREEMENT  
NO. PDC-C227-A-SS-1680-00

PROJECT: Management Support Services (MSS) Cooperative  
Agreement, New TransCentury Foundation: (NTCF)

PROJECT NO. 938-0227

AWARDED PURSUANT TO SECTION 635 OF THE FOREIGN ASSISTANCE ACT OF 1961, AS AMENDED, AND  
THE FEDERAL GRANT AND COOPERATIVE AGREEMENT ACT OF 1977

ISSUING OFFICE	RECIPIENT
PDC Branch Service Operations Division Office of Contract Management Agency for International Development Washington, D.C. 20523	New TransCentury Foundation 1789 Columbia Road, N.W. Washington, D.C. 20009

COGNIZANT TECHNICAL OFFICE	MAIL VOUCHERS TO
Office of Private and Voluntary Cooperation Bureau for Food for Peace and Voluntary Assistance (FVA/PDC)	Program Accounting Division Office of Financial Management Agency for International Development Washington, D.C. 20523

EFFECTIVE DATE	EXPIRATION DATE
August 1, 1981	July 31, 1984

ACCOUNTING AND APPROPRIATION DATA

Amount Obligated	\$135,000
Appropriation	72-1111021.6
Allotment	146-38-099-00-76-11
PIO/T	3811920

The United States of America, hereinafter called the Government, represented by the A.I.D. Grant Officer executing this Agreement, and the Recipient agree as follows: That the entire Agreement consists of: The Cover Page, the Schedule consisting of 11 pages, and the Standard Provisions.

RECIPIENT - NEW TRANSCENTURY FOUNDATION

BY Warren W. Wiggins

TYPED NAME Warren W. Wiggins

TITLE President

DATE August 24, 1981

UNITED STATES OF AMERICA  
AGENCY FOR INTERNATIONAL DEVELOPMENT

BY Edward H. Thomas

TYPED NAME Edward H. Thomas

TITLE Grant Officer

DATE 05 AUG 1981

FUNDS AVAILABLE 4190

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Program Acctg. Division  
OFFICE OF FINANCIAL MANAGEMENT  
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## I. PURPOSE AND PROGRAM DESCRIPTION

### A. Purpose

To strengthen the management capacity of US Private and Voluntary Organizations (PVOs) to undertake development assistance in the Third World, and

To strengthen PVO collaboration and cooperation to meet the community's own ongoing management and professional development needs.

### B. Program Description

This Management Development Services (MDS) program will concentrate its support to the PVO Community in the areas of:

1. financial management
2. recruitment, personnel, project backstopping and administration
3. organizational development and institutional planning.

A scope of activities for Year 1 in each management area follows. Some re-planning may be necessary as feedback from A.I.D. and needs assessment information from PVOs is received.

A general needs assessment questionnaire (covering all of the management focus areas) will be sent to the PVO community early in the life of MDS. This will be supplemented by small group needs assessments conducted in several locations around the country in conjunction with workshops or other MDS activities. Planning for Year 2 and Year 3 activities will be done in the last six months of the preceding year, and will be based on feedback from clients and A.I.D.

Activities for each management area have several common features:

A brochure describing MDS services and the conditions under which service is provided will be produced and distributed following A.I.D. approval; the brochure will encompass all focus areas;

Quality one-to-one technical assistance delivered by PVO personnel (as paid consultants), Recipient staff and outside experts (when necessary) will continue to be a significant service; Beyond these common elements, other activities peculiar to each management area are outlined below.

1. Financial Management

During Year 1 of MDS, the Recipient will conduct the following activities:

- a. Scheduling of four of the series of three-day financial management workshops in D.C., New York, the Midwest, and the West Coast; a restructuring of this workshop will include PVO controllers in all four locations as resource persons. The controllers would share experiences with other workshop participants on topics such as calculation of indirect cost rates, international money transfers, computer accounting, etc.
- b. Scheduling of one "circuit rider" trip to the Midwest and the West Coast, to bring one-to-one technical assistance more within the reach of PVOs not on the Eastern corridor. (The circuit rider would be a financial management consultant whose visits would be announced in advance. The consultant would call on all PVOs on the circuit who expressed interest in receiving help.)
- c. Provision of in-depth one-to-one financial management consulting to approximately 70 PVOs. Some of this highly technical management consulting would be provided by experienced PVO practitioners themselves.

- d. Support to the Financial Managers Association in mutually agreed-upon ways; for example: provision of consultants and staff support to backstop their activities; linking their activities to the larger community through the PVO newsletter; support of joint workshops between them and MDC or work with Association representatives to set up their seminars and workshops; dissemination of Association-sponsored workshop proceedings, with their concurrence.
- e. Maintenance and administration of a talent bank of PVO financial managers which builds on and augments one to be developed by the Financial Managers Association. These people would be used to respond to requests for financial assistance that could most easily be handled by a PVO controller.
- f. Compilation, publication, and dissemination of an annotated resources list of fiscally oriented publications, expanding on the list currently being compiled by the Financial Managers. Sources will include the Support Center, the Grantsmanship Center, the American Institute for Certified Public Accountants, etc. (The Recipient will use this annotated list for distribution at its workshops and for use in one-to-one consultancies.)
- g. Publication of a guide on preparing for a financial audit.
- h. Publication of a paper on indirect costs, rates, and samples of how different PVOs construct their rates.

To the fullest extent possible, leadership in these activities will be vested in various members of the PVO community.

2. Recruitment, Personnel, Project Backstopping and Administration

During Year 1 the Recipient will undertake the following activities:

- a. Continued provision of high quality, specialized one-to-one technical assistance on short-term bases to 30 agencies on recruitment and personnel issues.
- b. Scheduling of one or more community-wide workshops on personnel policy preparation; salary administration policies; or personnel policies for overseas staff (U.S., host country, and third country nationals). Workshops will be conducted as the community articulates its needs and to the extent they do not duplicate proposed activities of the Personnel Co-op. In total, there will be four workshops in the field of recruitment, personnel, project backstopping and administration.
- c. Expansion of the talent bank to include more people located within both developed and developing countries. This in part will be accomplished by affiliation by mail with several field-based groups, placing well-designed ads in such publications as the newsletter of the International Council on Voluntary Agencies, and the Women's International Network News.
- d. Introduction (or reintroduction) of PVOs and other development organizations to the Job Opportunities Bulletin through a special promotional mailing.
- e. Provision of several hundred file searches and screening services for long-term professional recruitment and short-term consultant needs of PVOs.
- f. Identification and promotion of specialized talent banks and rosters which have already been developed by PVOs, the conditions under which access to them would be available, and announcement to the community that these specialized rosters exist.

- g. Publication and dissemination of a resource list of information on personnel policies, benefits, etc. In particular, this bulletin will be sent to a PVO prior to conducting individual consultancies in these areas.
- h. Development of a listing of experts in the community to be potential providers of assistance.
- i. Support to the Personnel Co-op in mutually agreeable ways, including linking news of their activities to the wider community through the PVO newsletter, dissemination of Co-op sponsored workshop proceedings (with their concurrence), support for workshops sponsored by the Co-op (as requested).

A special emphasis will be on quantitative evaluation of the results of recruitment efforts each year.

j. A clear need exists in the PVO community for technical assistance in project back-up and field orientation. Presently the Recipient expects to undertake the following activities in this area:

- (1) Provision of specialized one-to-one technical assistance in this area to approximately 20 PVOs.
- (2) Scheduling one or more workshops on devising systems for smooth project backstopping, including financial, personnel and program support methods.
- (3) Sponsoring of one or more train-the-trainers workshops on planning orientations for staff going overseas to a new country or project.
- (4) Training in orientation planning will include components on team-building, logistical and institutional realities in-country and how the agency deals administratively with them, and understanding of relationships with host PVOs and governments and sensitizing as well as ways of presenting socio-economic, political and historical background information in appropriate ways.

- (5) Compilation of packets of documents that may be used by PVOs in field orientation. These packets will be described in a flier sent to the PVO community and will be available at cost.
- (6) Establishment of a roster of project support staff in the PVO community who would be willing to give over-the-phone advice to others. Such individuals would also be a source of consultants/workshops for TransCentury will encourage the establishment of a project support staff group in the PVO community along the lines of the Financial Managers Association and the Personnel Co-op.

3. Organizational Development and Institutional Planning

Since many of the internal institutional development and planning issues facing PVOs have only recently become identified as salient problems in the community, the ways in which agency needs will be met have yet to be fully explored and developed. However, a variety of approaches and activities will be useful:

- a. Continued provision of individualized technical assistance to executive directors, boards of directors and staff people seeking guidance in these areas to approximately 30 groups per year;
- b. Workshops and other community-wide meetings to discuss and explore these issues. These workshops will help agencies to understand the nature of institutional problems (structure, relationships, problems, etc.). The community has not yet identified clear training needs in this area. This process will encourage such identifications. Workshops will be held in Year 1 on topics such as:

strategic planning, for executive directors and board chair-people

"disengagement" as a programming strategy; when and how best to transfer total control and responsibility to a partner or affiliate

time management and management by objectives

- c. Development of PVO professionals in the community who have skills in planning and organizational development and can be used as paid consultants in this technical area. This activity may be linked to:  
A train-the-trainer program for development of in-house capacity to engage in annual institutional review and renewal, using retreats and/or non-structural planning tools and techniques; ongoing technical assistance to at least four agencies engaging in this process.
- d. In-depth individualized consulting services to at least seven organizations which are undergoing significant institutional change and growth.
- e. Facilitation of in-house retreats or workshops where these issues are identified.
- f. Production of articles and other resource materials on stress management, interpersonal communications, conflict management, institutional planning and organizational development and dissemination through the PVO newsletter as well as the exchange service. This service will also locate and disseminate other non-TransCentury-produced materials in this area.
- g. Exploration and (if appropriate) support for a trainers cooperative - a community-based group of PVO staff people interested in these issues and willing to share organizational development and training skills with sister organizations.
- 4. Publications, Newsletter and Information Exchange Services

A number of short publications in the fields of financial management, recruitment and personnel, and organizational development and planning will be collected, written, and/or disseminated. These publications are designed to

substitute and/or augment other technical assistance methods, to widen the number of PVOs reached.

Outreach will be strengthened by the regular publication of Tie-Lines, a PVO newsletter, if that publication proves useful to the PVO community, and the continuation of the information exchange service.

II. BUDGET AND FUNDING INFORMATION

A. Budget

<u>Line Item</u>	<u>8/1/81 - 7/31/82</u>
1. Salaries	\$147,642
2. Fringe Benefits	33,958
3. Overhead	108,960
4. Consultant Fees	8,000
5. Travel	11,995
6. Per diem	6,470
7. Other Direct Costs	39,700
8. G & A	37,813
9. Subagreement	<u>20,000</u>
Total estimated cost	\$414,538

A.I.D. contribution is \$369,538 and the Recipient's contribution is \$45,000. The Recipient may not exceed the obligated funds, as set forth below. Adjustments among the line items are unrestricted.

B. Obligated amount

A.I.D. hereby obligates the sum of \$135,000. See the clause of the Standard Provisions entitled "Limitation of Funds".

III. SUBSTANTIAL INVOLVEMENT UNDERSTANDING

A.I.D. (usually represented by the Agreement Manager in PVC), in cooperation with the PVO Advisory Committee, will pre-approve all services to be offered under this Agreement. In addition, A.I.D. may initiate requests for specific services within the purposes of the Agreement, such as seminars on topics of interest to the PVO Community, including explanations of the A.I.D. grant programs.

Certain well-established New TransCentury Foundation services have been given permanent status within this Agreement. These include the financial management seminars, and responses to inquiries where the query can be answered in under one day's research time. Computerization workshops are also given permanent status. *Ref: Rec'd 7/28/70 EHT vs any P*

All other services, whether new or part of the previous MDS grant, will be discussed with an AID/PVO Advisory Council to be constituted for the purpose of reviewing the Recipient's work under the Agreement and approving future plans.

This Advisory Council will include at least one A.I.D. participant (the Agreement Manager in PVC) and probably two. Eleven members of the PVO Community have been invited to serve on the Council. Decisions can be taken when three PVO members and one A.I.D. member are present. Each member will have one vote. The A.I.D. member can break a tie.

Up to four Advisory Council meetings will be held each year. Two of these will coincide with the semi-annual meetings of the Advisory Committee on Voluntary Foreign Aid. The recipient will prepare reports on past activities for Council review, and will present for approval plans for the upcoming quarter. They will also seek feedback from the Council on all aspects of their performance under the Agreement.

Services and projects not approved by the Council cannot be implemented under the Agreement. The A.I.D. Agreement Manager will give interim approvals

where emergency situations warrant, but these interim approvals will eventually be reviewed by the Council.

IV. PERIOD OF AGREEMENT

The effective date of this Agreement is August 1, 1981, and the expiration date is July 31, 1984.

V. NEGOTIATED OVERHEAD RATES

Pursuant to Standard Provision No. 4 entitled "Negotiated Overhead Rates - Non-Educational Institutions", a provisional rate of 60% of home office direct salaries and fringe benefits, excluding related costs for intermediate planners and overseas field staff, is hereby established. This rate will remain in effect until amended.

VI. MODIFICATIONS OF THE STANDARD PROVISIONS

- A. Delete the terms "Grant" and "Grantee" wherever they appear and substitute in lieu thereof "Agreement" and "Recipient", respectively.
- B. Delete Clause 7B Payment - Periodic Advance
- C. Delete Clause 7C Payment - Reimbursement
- D. Delete Clause 12B Title to and Care of Property (U.S. Government Title)
- E. Delete Clause 12C Title to and Care of Property (Cooperating Country Title)
- F. Add Clause 28, Alterations in Standard Provisions (August 1978), attached hereto.