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Mid-Term Evaluation Report of the National Council of Negro Women Cooperative Agreement with the US Agency for International Development

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MID-TERM EVALUATION REPORT  
ON THE NATIONAL COUNCIL OF NEGRO WOMEN  
COOPERATIVE AGREEMENT WITH THE  
US AGENCY FOR INTERNATIONAL DEVELOPMENT  
# AFR-0461-A-00-6205-00

Submitted to: Mr. John Chao  
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November 3, 1989

A



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November 7, 1989

Mr. John Chao  
Project Manager  
AFR/TR/PRO  
Room 316,  
1515 Wilson Blvd.  
Rosslyn, VA

Re: Mid-Term Evaluation Report on the National Council of Negro  
Women Cooperative Agreement with the Us Agency for  
International Development

Dear Mr. Chao:

Enclosed is a draft copy of the above referenced evaluation report for you and your colleagues to review. We believe we have responded to all of the concerns expressed by A.I.D. regarding the first draft. We are available to meet with you regarding the evaluation when your review is complete.

Please let me know when you have comments ready on the enclosed draft. We are ready to begin preparation of the final copy at any time.

Sincerely,

  
Margaret Bartel  
Associate

Enc.: Mid-Term Evaluation Report on the National Council of Negro  
Women Cooperative Agreement with the Us Agency for  
International Development

B

## LIST OF ACRONYMS

ATI	Appropriate Technology Institute
BFRC	Black Family Reunion Celebration
DEA	Development Education Advocate
FAFS	Federation of Senegalese Women's Associations
GUC	General Union of Cooperatives
NCNW/ID	National Council of Negro Women/International Division
NCNW	National Council of Negro Women
NED	National Endowment for Democracy
NGO	Non-Governmental Organization
PVO	Private Voluntary Organization
SARO	Southern Africa Regional Office
SCF	Save the Children
WARO	West Africa Regional Office
YWCA	Young Women Christian Association

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## EXECUTIVE SUMMARY

### A. Background

The Cooperative Agreement, signed October 26, 1986, provided for a grant of \$1.5 million from A.I.D. to NCNW/ID for its own institutional development and matching funds for the implementation of projects, as approved by A.I.D. Objectives were to be achieved under the grant in three areas--resource mobilization (fundraising), institutional development (e.g. internal management systems and staff development for NCNW/ID), and provision of technical assistance to "twins"--selected indigenous African women's organizations.

### B. Evaluation Purpose and Procedure

The purpose of the evaluation was to determine the degree to which NCNW/ID had achieved the objectives of the Cooperative Agreement.

A three-person team, plus Devres, Inc. management and support staff, evaluated NCNW/ID operations in Washington (headquarters), Senegal (West Africa Regional Office) and Zimbabwe (Southern Africa Regional Office), as well as technical assistance projects in Senegal, Botswana and Mozambique, and NCNW member-funded small projects in Zimbabwe.

### C. Resource Mobilization

#### 1. Major conclusions

NCNW's funding base is narrow, primarily project oriented, with few unrestricted dollars available for core operating costs. NCNW/ID has been successful in raising funds from private foundations although the indirect cost rates allowed by the foundations have not resulted in full recovery of these costs. The lack of success in member development, corporations, and other sources of unrestricted donations to cover indirect costs strains the financial resources of the Division.

NCNW/ID's focus on private foundations has been dictated by the structure of the Cooperative Agreement which itself focused on private sources. Project grants from government agencies and multi-lateral donors usually do cover indirect costs in full and are a necessary part of any long-term funding strategy. The total exclusion of government sources is not conducive to a solid and diversified funding mix.

A narrow funding base, low indirect cost recovery rates from private foundation grants, excessive actual indirect costs, unsuccessful unrestricted fund raising, and decreased A.I.D. core funding points to financial difficulty. This is confirmed in the financial records.

NCNW/ID has managed its finances on a cash flow basis rather than an income and expense. This has resulted in restricted funds being spent for unrestricted purposes. Without raising significant unrestricted funds, NCNW/ID will be unable to meet its financial obligations under its current grants without "borrowing" from future grants.

Increase in actual core costs over planned effectively offset gains made by converting core costs into direct project costs. The result is that A.I.D. has not paid a decreasing percentage of core costs, but a remarkably stable percent. NCNW/ID still has a significant portion of its core funding dependent on A.I.D. funds which are about to end under the CA. NCNW/ID must replace or eliminate a significant portion of its core funding in the immediate future.

Despite a constant percentage of A.I.D. funding, up to the current time, NCNW/ID has met the financial targets explicitly stated in the CA. NCNW/ID is using the Advisory Council in a constructive way in its fundraising efforts.

NCNW/ID has clearly made great strides in raising project funds. However, the impact on the "core" costs has not had the effect intended by the CA.

Given NCNW/ID's overall financial status, ongoing deficits, core funding from A.I.D. ending with no immediate replacement raised, and no significant source of unrestricted funds, NCNW/ID will not be able to sustain its two offices in Africa. It cannot afford to carry any significant portion of the regional offices as indirect costs.

## 2. Major recommendations

--NCNW/ID must bring its income and expense into line. Continued deficits cannot be tolerated. Indirect costs must be cut or significant short-term sources of unrestricted funds uncovered. Indirect costs should be brought into line with other non-profit agencies. The total indirect cost rate after accounting for Council and International Division, should be in the low 30% at the highest.

--A.I.D. should require NCNW to demonstrate how it intends to make up the short-fall in its funds on hand. Care should be exercised that this does not include "borrowing" from future periods. This means that indirect costs recovered from grants in future periods would not be applicable.

--NCNW should focus a higher percentage of time on government and multi-lateral donors, even though U.S. government funds do not qualify as matching funds under the Cooperative Agreement. A.I.D. should not discourage this process, evaluating NCNW/ID's proposals on the same basis as it would any other non-profit.

## D. Institutional Development

### 1. Major findings and conclusions

NCNW/ID's approach to institutional development of indigenous organizations is (1) participatory in nature, (2) long-term and broad-ranging in its relationship with its partners, and (3) based in part on the intangible but real value of African-American women in the United States working directly with sister organizations in Africa.

After some uncertain years, NCNW/ID in 1987 put together a new, more experienced senior management team which has made progress towards focusing its mission on institutional development.

NCNW/ID has taken steps to improve their staff development program, including staff and benefit increases, especially for executive staff. Staff turnover, although slightly improved since 1987, continues at an average of just under two years. Since 1987, NCNW/ID has instituted numerous management and communications systems that were weak or non-existent in previous years. Reporting from the field has improved, although much of the field information provided has not been adequately used by headquarters in preparing proposals and other public documents.

Several major areas still need to be addressed by NCNW/ID:

- o The lack of diversified funding and the lack of adequate financial management skills among the senior staff.
- o The need for a much clearer definition and well developed benchmarks for its goal of institutional development of indigenous organizations.
- o The poor quality of external and internal documents, including proposals, in both writing and graphic presentation, as well as a public relations failure to capitalize, as well as they might have, on a clear, quite saleable message to the public and to donor organizations.

One obvious weakness is NCNW/ID's failure to clearly define what it means by institutional development. This is important in two ways: (1) Without such clarity, NCNW/ID and their twinning partners, as well as outside evaluators, cannot reach firm conclusions on the progress of institutional development in a partner organization. (2) Because their methodology of partnering is somewhat different than many NGOs (NCNW's being more participatory), they have an even more difficult task in defining to the outside world their market niche and development approach.

NCNW/ID has done little to develop "intellectual property" and document lessons learned from its twinning arrangements with indigenous women's organizations. Staff are currently working on an upgrading of their evaluation systems, the weakest area of their management operations.

## 2. Major recommendations

- o NCNW/ID should continue to keep its programmatic focus narrow as it seeks new avenues of funding. Rather than entering areas of endeavor, NCNW/ID should emphasize its institutional development capability and its participatory approach to institutional development.
- o NCNW/ID must more clearly define for its public, its donors, and its partners what is meant by institutional development and the methodology it utilizes.
- o NCNW/ID should improve its proposal writing and reporting skills and greatly improve the external face of its publications (e.g. clean, typo-free documents, good graphic presentations).

- o NCNW/ID should examine carefully its ability to maintain regional offices in Africa and the cost-effectiveness of such offices. If even one regional office is retained, it should be placed under clear budgetary guidelines and be constantly monitored to ensure its cost effectiveness. Specific triggers to force cost cutting or elimination of the regional office should be put into place if an African office is maintained.
- o NCNW/ID should continue to improve existing management systems, giving particular attention to institutionalizing evaluation systems in their internal operations as well as in their documents and relationships with partner organizations.
- o NCNW/ID should make a greater effort in the regional offices to become known for their activities among the international development and donor communities. As part of this clarified image, NCNW/ID should develop their intellectual property as an organization, extracting stories and lessons from their twinning relationships that are useful for other development organizations.

E. Technical Assistance: Twinning

NCNW/ID's approach to development has several important characteristics:

- o A partnership or "twinning" arrangement between NCNW/ID and African women's organizations to serve the mutual goal of empowering women;
- o An emphasis on contributing to the institutional development of African women's organizations so that the indigenous organization will become a fully operating development organization on its own;
- o A methodology that focuses on helping African women's organizations define their own goals and objectives and then seeing where NCNW/ID can assist,
- o A learning-by-doing approach to training and technical assistance as NCNW/ID walks its partner organizations through the steps of the international development process, (from applications to donors and logical frameworks) and project implementation (from financial management to project evaluation).

Before entering a country and selecting a twinning partner, NCNW/ID prepares a Country Assessment. These Assessments are intended to provide background information on the socio-cultural, economic and political environments as they impact on women's roles and status in a given country. The assessments also are to help NCNW/ID identify and select appropriate sister organizations to work with in each country. The value of the assessments undertaken to date is marginal with respect to these purposes.

The assessments were carried out under varying conditions (e.g., limited financial resources and time constraints). The countries themselves generally

have inadequate and inaccurate data bases from which to draw information. However, despite these constraints, NCNW/ID either did not provide sufficient, common guidance to the researchers who prepared the assessments or did not exercise sufficient control over the assessment process to get systematic and consistent final products.

NCNW's twinning arrangement comes into being only at the request of the partner organizations. There are some advantages of NCNW/ID's twinning arrangement. First, it is more flexible than a short-term project-specific arrangement and better able to respond to the local needs and to environmental changes. Second, it can also mean a greater commitment to working through problems in the partnership, a broader perspective on the evolution of an institution and, for NCNW, increased learning about long-term institutional development. Third, the twinning of a major African-American women's organization with African women's organizations can be an attractive message for US donor organizations and the US public.

The twinning concept has disadvantages as well, some of which are particular to NCNW/ID. For example, with a long-term relationship, the donor NGO must find consistent funding beyond the individual projects. These operational funds are more difficult to raise. Also, the twinning relationships can be an open-ended, special relationship between organizations; or, they can mean very little. Without clearly articulated goals, the relationship can result in only good feelings and increased understanding between the two organizations, but little progress towards autonomy for the indigenous NGO. Finally, twinning's participatory methodology benefits the recipient NGO but it is a much more difficult concept to promote among donor organizations without fixed targets and projects.

On balance, NCNW/ID's twinning arrangement is not operationally unique. Its most important elements are 1) a commitment by NCNW/ID to a longer-term institutional focus (as compared to a shorter-term project focus) in dealing with African sister organizations and 2) its ability to build upon the affinity of women's organizations in Africa for a major American Black women's organization in the US and vice versa. The first element (long-term commitment) is one that NCNW/ID is dangerously close to not being able to fulfill financially. The second is unlikely to be strong enough to overcome any NCNW/ID failure to live up to its long-term institutional commitment, especially if sufficient NCNW/ID funding is not available to sustain a vibrant partnership. Unless NCNW/ID can show important improvement in fund raising and financial management performance, additional support by A.I.D. or other donors that cannot be sustained is likely to undermine ultimately the very relationships NCNW/ID is trying so hard to develop.

## 2. Recommendations

- o NCNW/ID should focus intently on building funding support and financial management skills to sustain the relationships it already has underway. The commitments made to sister organizations in Africa should have first priority on NCNW/ID resources to ensure that the underlying premise of its twinning partnerships--long-term support leading to well-developed sustaining indigenous development organizations--does not fail due to NCNW/ID's lack of focus, internal

institutional development, or financing.

- o NCNW/ID should exercise more oversight and discipline in the preparation of Country Assessments, particularly regarding descriptive and analytical information on their potential "twinning" organizations so that the Assessments become more useful documents for identifying appropriate organizations and developing the twinning relationship.

## I. INTRODUCTION

### A. Background of NCNW/ID

In its early years, the 1970s and early 1980s, NCNW/ID suffered from a variety of structural, systemic, and personnel problems that made it difficult for it to carry out consistent and effective development work. Originally the international division was just one of the projects of the national NCNW. It lacked the autonomy necessary to make management decisions about NCNW's work in an entirely new and complex international arena.

In addition, in the early days of NCNW/ID, its funds were drawn from the general NCNW pool, resulting in problems regarding the clear delineation of donor funds for specific international projects. The irregular nature of funding also made long range planning by NCNW/ID impossible. NCNW provided in-kind support beginning in 1975 for NCNW/ID. As late as 1983, however, the dollar value of this support was never documented. Lack of records made it impossible to indicate the extent of the NCNW's support for international activities. As a result some donors were reluctant to continue financial and other support for NCNW/ID efforts.

The International Division, although established almost 15 years ago, has been constrained by a less than full understanding by the national NCNW body of what is required for it to be a competitive, international development agency. Budgets have been tight and funding has been irregular. Penny-wise, pound-foolish decisions have resulted, especially with regard to the hiring and career support of professional international development staff. With few exceptions, expatriate staff were hired in-country. These were sometimes women with limited experience in international development and a less-than-full career commitment to NCNW/ID. The development of management systems, the organization's esprit de corps, and its institutional memory suffered.

### B. Cooperative Agreement

The Cooperative Agreement, signed October 26, 1986, provided for a grant of \$1.5 million from A.I.D. to NCNW/ID with the following specifications:

A designated \$442,381 in project funds could be used only if NCNW/ID obtained commitments from either USAID missions or private donors to co-finance project activities. Over the four-year period NCNW/ID was required to raise matching funds in the amounts of \$50,000, \$75,000, \$125,000 and \$192,381.

Written approval of the A.I.D. Project Officer was required before final negotiations on projects that required USAID mission funds to co-finance an activity.

The A.I.D. Project Officer would be involved in the development of an action plan with annual benchmarks for NCNW/ID achievements.

The A.I.D. Project Officer would be involved in approval of international travel.

The A.I.D. Project Officer would participate in site visits and evaluations to review program progress and future strategy.

The general funds would be used to support NCNW/ID's administrative and project needs, primarily in the agricultural sector, and to implement a longer-term program promoting the institutional enhancement of NCNW/ID as well as the realization of development projects in the field through collaboration with African partner organizations.

The purpose of the grant was to strengthen and expand the institutional capabilities of NCNW/ID and to allow it to establish sustainable partnership arrangements with women's organizations in Africa that would result in sound project development and implementation activities.

The objectives to be attained under the grant were as follows:

- o Resource Mobilization: Activate the NCNW constituency and mobilize resources for NCNW/ID activities in Africa, including revitalization of the advisory board of NCNW/ID;
- o Institutional Development: Increase the institutional capacity of NCNW/ID to plan and lead a development program, to manage field activities in Africa, and to mobilize public support and resources.
- o Technical Assistance: Provide technical assistance and training services in Africa, and development education in the United States to target groups/organizations to further the project purposes.

C. Evaluation Terms of Reference

The evaluation was designed to review NCNW/ID's achievements with regard to the three objectives set forth above. The scope of work for the assignment is provided in Annex 1.

D. Evaluation Methodology

A three-person team evaluated NCNW/ID operations in Washington (headquarters), Senegal (West Africa Regional Office) and Zimbabwe (Southern Africa Regional Office), as well as technical assistance projects in Senegal, Botswana and Mozambique, and NCNW member-funded small projects in Zimbabwe.

The team examined documents at headquarters and at each regional office, interviewed all NCNW/ID professional staff (except one who was unavailable) in Washington and in the field; and talked with NCNW/ID Advisory Board members, with other NCNW/ID donors, and with former NCNW/ID staff members.

The team also spoke with personnel in the U.S. offices of several PVOs who had had contact with NCNW/ID projects or personnel.

The evaluation methodology was three-fold involving: examination of voluminous NCNW/ID documentation in both the Washington headquarters and in the two Africa regional offices; interviews with the A.I.D project manager, the National President of NCNW, and the Director of NCNW/ID in Washington, with NCNW/ID Africa regional staff in Senegal and Zimbabwe, and with members of partner organizations in project countries; and project site visits in Senegal, Zimbabwe, Botswana, and Mozambique.

The team reviewed the Cooperative Agreement establishing the four-year institutional development and project implementation relationship between A.I.D. and NCNW/ID as well as other NCNW/ID documents at headquarters, including current project proposals, proposals for past and future funding, and financial records. At the two Africa regional offices the team consulted management documentation, project technical assistance reports, and quarterly and annual assessment reports, proposals, technical studies, etc. Additional documents consulted in the field included both national and USAID country development plans.

In the field the team also interviewed officials of relevant government ministries and other offices, staff of national and expatriate NGOs, on-site project implementers, and project beneficiaries. Visits to project sites allowed for both observation of a variety of project activities and interaction with project implementers and beneficiaries in the context of these activities.

The NCNW/ID staff in both Washington and the field was cooperative with and helpful to the evaluation team. The staff went out of their way to share openly their accomplishments, efforts, problems and plans.

## II. RESOURCE MOBILIZATION

### A. Sources of Support

#### 1. Projected and actual sources of support

One of the main objectives of the Cooperative Agreement is financial self-sufficiency for NCNW/ID. The original plan called for NCNW/ID to mobilize resources in three areas--membership development, corporations, foundations. Donations by members are a good source of operating costs. Corporations are a source of both operating and project funds. Foundation giving is generally centered around projects with minimal assistance for core costs.

Targeted levels of support over the time period of the Cooperative Agreement were as follows:

	<u>Amount</u>	<u>Percent</u>
Membership Development	\$ 310,000	20%
Corporations	465,000	30%
Foundations	<u>775,000</u>	50%
	\$1,550,000	100%

The intent was for NCNW/ID to mobilize its membership and develop its fundraising capabilities to provide support for its international work. Dependence on A.I.D. for direct support of its core operations was to be progressively reduced to zero.

Because the focus was on private support, the projected plan did not include U.S. government funding. NCNW/ID was not forbidden to raise U.S. government funds, but these would not count toward the matching requirement.

Actual sources of support up to the time of the evaluation are given below. Member and corporate donations are aggregated as contributions since they are not separated out in the accounting records. Given the relative minor amount of corporate and membership donations, aggregating the two categories does not have a material impact on the analysis. Revenues from a 1989 excursion for NCNW members to Africa designed as a fundraising mechanism have not been included because the net impact (revenues less expenses) was not known at the time of the evaluation. Similarly revenues from the SISTERS--a magazine published by NCNW/ID--are also excluded.

Contributions	31,241	3%
Foundations	<u>984,624</u>	97%
Total	\$1,015,865	100%

These sources of support are heavily skewed toward private foundations. This is not surprising since of the three sources, foundations are the easiest from which to raise funds. Foundations have a basic philanthropic purpose and are organized to give project funds. They publish their interests and employ staff to respond to requests.

Foundations also have an element of risk associated with them. Foundation interests change. Some foundations has specific policies against continuous funding for organizations over long periods. They do not want these organization to become "dependent". Even without such specific policies, many foundations do not want to be seen as an integral part of the organization's financial support.

Corporations have "corporate" agendas often focusing on localities where they are located. They are more likely to want "a return on investment"--some benefit, albeit indirect, to the corporation. At a minimum, a corporations wants to enhance its "corporate image".

The cultivation of an organization's membership requires a heavy investment in time. Membership solicitation require an outreach to individuals through a campaign (direct mail, telethons, public awareness events etc.) Initial returns are likely to be small, building with increased contact. The advantages, are that members are one of the few sources of unrestricted funds, and, once established, a low-risk source. It is a large universe of donors, with no one donor being a statistically significant part of that universe.

NCNW/ID's funding base is narrow, primarily project oriented, with few unrestricted dollars available for core operating costs. In addition, approximately 50 percent of foundation funds was raised from one foundation--USA for Africa. Dependence on one foundation increases the risk involved with the funding base.

## 2. Fundraising mechanisms

### A. Focus

NCNW/ID fundraising centers around private foundations and unsolicited proposals. Small projects (NCNW/ID's Adopt a Project) sometimes provide an introduction into the country and assist in project identification. This has been the case in Guinea where NCNW/ID is now seeking funding for a micro-enterprise support and institutional development project. Solicitation of funds from corporations has not been successful, although corporations have purchased advertising in SISTERS magazine.

NCNW/ID has not pursued competitive grants from government or multi-lateral agencies. Nor are they in a position to do so. NCNW's skill bank--a pre-requisite for successful competition--is not developed. (See Chapter 5 for further discussion). Limited experience with the pressures of competitive bidding also decrease NCNW's ability to openly compete.

Solicitation of funds from members is in the developmental stages. NCNW/ID has made presentations during Black Family Reunions and increased awareness of their international work through Development Education (manual and workshops), but it had relatively little impact on contributions. NCNW/ID is currently considering a direct mail campaign. A proposal from Association Growth Enterprises has been presented. However, little impact can be expected during the period of the Cooperative Agreement because of the time required to test, run, and develop, a direct mail campaign.

#### B. Methods

The generation of unsolicited proposals is NCNW/ID's only material fundraising mechanism currently operating. Proposal development generally begins in the field with project identification. The proposed project is evaluated for its potential impact, suitability for NCNW/ID development and for its appeal to funding sources. The first draft of a proposal is generally written by the partner with assistance from the field office when the project involves a partner. Once finished, it is submitted to the field office, put into NCNW proposal format and sent to the Washington office, where it is finalized. Proposals are not tailored for specific funding sources. Any tailoring necessary is done in the transmittal letter. Research is done to determine potential donors and coordinated with the NCNW's development office. Proposal proponents assigned to individual funding sources shepherd the proposal through the funding source. Work is coordinated during weekly proposal meetings and reports at weekly staff meetings. In the past NCNW/ID has utilized the Funding Center to do donor research. Currently, most research is done in-house.

Two reports help NCNW/ID track program development. The first, Foundation Listing and Contact Review, lists potential international development potential donors--corporate, government, and private foundations. Information is sketchy and incomplete. The second report Program Development Status Sheet lists projects actively being developed, the country involved, prospective donors, proposal proponents, and status information. The status column is not always complete, varying between reports. Proposal proponents are listed for most funding sources. Many projects have multiple funding sources and multiple proposal proponents. The project status is not clear from the report for anyone not intimately involved with the project. In particular, actions taken and to be taken are missing. Annex 2 is an example of the Program Development Status Sheet.

#### C. Efficiency and effectiveness

By the time proposals are actually submitted to a donor for consideration, most are funded at some level. Annex 3 lists recently presented proposals and the disposition. From conversations with funding sources, they appear to be impressed with the concept presented, but not with the written presentation. The proposals do not sell

themselves, but are sold by individual making the presentation. (See Chapter 3--Institutional Development for more details on proposal writing skills). According to NCNW/ID, their proposals have improved and been better received by potential donors. NCNW appears to be effective in soliciting funding for specific projects. The efficiency of the solicitation process is less clear.

NCNW/ID involves a number of staff in the development of projects. At headquarters, five out of seven of the professional staff are involved in developing projects. Four out of seven are listed as proposal proponents for the projects actively being developed in June of 1989. (One staff is involved primarily in project research and planning). In some cases as many as three different persons are listed as proposal proponents--a different person for each prospective funding source--for the same project. In the field, additional staff are involved in project research and program development. Headquarter's staff also go to the field for project research. This means that for a particular project, most of the professional headquarters staff could be involved. This is an indication of inefficiency in project development.

Indirect cost rates are a secondary measure of an organization's efficiency. The calculation of NCNW/ID divisional rate is shown in Table 1. While NCNW/ID divisional rate (before allocation of organization wide indirect costs) shows strong improvement over the course of the Cooperative Agreement, it is still in excess of rates

Table 1: NCNW/ID INDIRECT COSTS

NCNW/ID INDIRECT COST RATE (Before Allocation of NCNW Indirect Costs)			
	<u>1987</u>	<u>1988</u>	<u>1989 (1)</u>
<u>Base</u>			
Project Costs (2)	\$81,746	\$392,261	\$773,638
<u>Indirect Costs</u>			
AID Core Costs (3)	187,231	290,580	206,305
NCNW Core Costs	<u>57,930</u>	<u>143,011</u>	<u>103,921</u>
	245,161	434,591	310,226
Indirect Cost Rate	299.90%	108.24%	40.09%
(1) Based on figures through June 30, 1989			
(2) Cooperative Agreement is not included in Project Costs.			
(3) Net of indirect costs (33.5% provisional rate)			

generally found in the non-profit community. According to A.I.D.'s Office of Procurement/Overhead and Special Costs, non-profit indirect costs cluster in the 20-30% range. Rates above 30% are on the high side. A 40% indirect cost rate would be high.

Rates given in Table 1 are before the allocation of Council-wide indirect costs. The latest provisional indirect cost rate is 33.5%. If, in fact, this is a fair allocation of indirect costs, total indirect costs of the International Division would be more than double for 1989.

NCNW/ID Indirect costs 1989 (Table 1)	\$310,226
Council wide indirect costs @ 33.5% of total International Division Costs (Project Costs \$773,638 plus indirect costs of \$310,226-\$1,083,864)	<u>363,094</u>
Total Indirect Costs	\$673,320
Indirect costs as percent of project costs (\$673,320 divided by \$773,638)	87.03%

It is doubtful the Council's current indirect cost structure does in fact fairly allocate costs (See Financial Management - Indirect Costs for detailed discussion). However, there would be some Council wide indirect costs legitimately allocated to the International Division. Any increase in the 40.09% rate would result in non-competitive indirect rates that could not be sustained over a long period of time.

### 3. Funding stability

NCNW/ID has been successful in raising funds from private foundations. However, the lack of success with membership development, corporations and other sources of unrestricted donations strains the financial resources of the Division. Private foundations rarely cover indirect costs fully. NCNW/ID divisional indirect cost rates are calculated for the period of the Cooperative Agreement in Table 1. Even in FY 1989, the rate before adding the overall Council's indirect costs, is 40.09% of total costs. Rates allowed by foundations funding NCNW range from 6.43% to a high of 33.30%. Rates from NCNW/ID's biggest funder, USA for Africa, range from 6.43% to 15.38%. (See Table 2 for specific indirect cost rates from each grant.) These rates are typical of foundation grants and illustrative of the difficulty in recovering full indirect costs through foundations. The net result is that these projects do not fund their fair share of indirect costs, which necessitates raising these unfunded indirect costs from unrestricted sources. Some of this shortfall can be met by charging costs directly (management time) that might otherwise be charged indirectly. This complicates the accounting and hides true indirect cost rates. During the period of the Cooperative Agreement, many of these indirect costs, (i.e., core operating costs) were covered by A.I.D.

Table 2: NCNW ACTIVE GRANTS

NCNW/ID Major Grants Active During Cooperative Agreement				
Funder	Begin Date	Indirect Cost Rate (1)	Amount	Purpose
Ford Foundation	01/01/88	33.30%	100,000	Development Education
IFESH	01/01/88		106,235	Botswana project
National Endowment for Democracy (NED)	12/31/87		54,223	Democratic principles
Pew Charitable Trust	02/11/88	10.00%	150,000	Senegal project
USA for Africa	01/13/88	6.43%	200,000	Mozambique project
USA for Africa	01/20/88	9.06%	250,000	Senegal project
USA for Africa	05/31/88	15.38%	50,000	Development Education
William Penn Foundation	02/15/86	20.00%	95,580	Botswana project

(1) Indirect cost rates are based on total costs except for Pew which is based on salary and fringe benefits.

In the case of NCNW/ID, this shortfall in indirect cost recovery from the foundation grants has been paid for through division deficits, limited unrestricted contributions, and the Cooperative Agreement. It is important to understand that from a cost accounting perspective, the rate recovered from the funding source does not necessarily equal the rate which should be charged to the grant. The grant should bear its fair share of indirect costs independent of whether those costs are recovered from the funding source. For example, if a government auditing agency were to develop an indirect cost rate for the International Division, it would pro-rate the administration costs over the direct project costs. The direct project costs plus the pro-rata share of administration costs would equal the total costs (direct and indirect) associated with the project. Where the rate allowed by the funding source was less than the actual rate a project deficit would result. This deficit would either be paid for through unrestricted funds--a cost sharing arrangement--or would contribute to a unrestricted fund deficit.

This focus on private foundations has been dictated by the structure of the Cooperative Agreement which itself was focused on private sources. U.S. government funds are excluded as matching funds. The intent of the Cooperative Agreement--mobilization of private funds--is good. However, the impact on long term funding stability is weakened considerably if efforts to raise unrestricted funds from sources such as membership drives, individual large givers, and direct mail are not successful. The shortfall in indirect costs covered through project grants from private foundations is not met. NCNW/ID's lack of success in raising unrestricted funds from members is unfortunate, but not surprising given the relative difficulty of doing so when compared to foundations and the urgent need to meet targeted levels of private support.

Project grants from government agencies and multi-lateral donors usually do cover indirect costs and are a necessary part of any long-term funding strategy. The total exclusion of government sources is not conducive to a solid and diversified funding mix. Under normal circumstances, a non-profit should seek a balance between these two major sources of project funds. These sources are needed for long-term stability after the end of the Cooperative Agreement. NCNW/ID, independent of the Cooperative Agreement, has begun to more actively seek government and multi-lateral funding. Proposals for specific projects have been funded by USAID/Egypt and the Office of Foreign Disaster Assistance.

#### 4. Financial Position

All of the factors mentioned above, narrow funding base, low indirect cost recovery rates from private foundation grants, excessive actual indirect costs, unsuccessful unrestricted fund raising, and decreased A.I.D. core funding points to financial difficulty. This is confirmed in the financial records.

The International Division entered FY 1989 with a deficit of \$26,848.78. Excluding income and expense from SISTERS and an Africa Tour (fund-raising member tour for NCNW/ID), the operating deficit for FY 1989 was \$27,826.62, making a total deficit of \$54,675 for the period ending June 30, 1989. Based on figures available, SISTERS will probably run a deficit. NCNW/ID projections for the Africa tour is a net gain of \$15,000.

An analysis of deferred revenues and fund balances show that \$251,852 should be on hand, of which \$184,911 belongs to A.I.D. (Funds on hand are equivalent to the difference between cash received from the funding source and costs actually expensed to the funding source.) The \$251,852 includes a negative \$39,888 owed by the PEW Foundation which technically should be excluded from the balance, effectively raising it to \$291,740. It has been included since it is an assured source of restricted cash. Cash on hand was \$181,456, net field advances was a negative \$37,080. (This negative advance is indicative of an account payable in the field or an error. NCNW/ID is currently seeking to determine the cause. It

is not expected at this time to affect the analysis. If it is an error, the correction will most likely increase both the funds which should be on hand and the funds on hand in an equal amount.) Travel advances were \$8,709. A total of \$62,615.73 was due to the International Division from NCNW. This is excluded from the analysis because it is an unrestricted use of restricted funds. Summary figures are listed below. Annex 4 gives full detail on the calculations.

Funds on hand	\$251,852
Liquid assets	
Cash	181,456
Field Advances	( 37,080)
Travel Advances	<u>8,709</u>
Total liquid assets	\$153,085
Estimated restricted cash used for unrestricted purposes.	\$ 98,767

This is a serious problem. Almost forty percent of grant funds which should be on hand are not. If the NCNW general fund pays the International Division back, this would reduce the difference by \$62,615 to \$36,152. Revenues from SISTERS will provide at best for a break-even situation. Without raising significant unrestricted funds--which is unlikely given recent history--NCNW/ID will be unable to meet its financial obligations under its current grants without "borrowing" from future grants. NCNW/ID has clearly managed by cash flow and not through income and expense. This type of management is a serious deficiency--often fatal to the non-profits which practice it.

The financial environment in the last quarter was not conducive to improving this situation. While financial data are not available, there is no reason to believe that core costs have significantly dropped. In fact they should have increased, because funds for the Senegal project have been exhausted, forcing more of WARO field costs to core. (See Project Financial Status for more detail.) Proposals in the pipeline--Citibank in particular--may offset some of those costs.

A financial projection of NCNW/ID core income and expense projects a significant short-fall in the last quarter of FY 1989. Assuming A.I.D. funds are spent evenly over the last five quarters of the Cooperative Agreement, then the projected short-fall for the last quarter of 1989 is \$154,063. This is 74% of projected core costs. If proposals pending with A.I.D. and Carnegie are funded, FY 1990's deficit will be considerably less. If NCNW/ID is to maintain the integrity of its restricted funds (i.e. not borrowing from restricted grants to pay unrestricted expenses), it will not be able to cover its core costs in the short-term. Annex 5 gives projected core income and expense over the remaining period of the Cooperative Agreement. All proposals pending are included. It is unknown whether these will be funded.

5. Recommendations

--NCNW/ID must bring its income and expense into line. Continued deficits cannot be tolerated. Indirect costs must be cut or significant short-term sources of unrestricted funds uncovered. Indirect costs should be brought into line with other non-profit agencies. The total indirect cost rate after accounting for Council and International Division, should be in the low 30% at the highest.

--A.I.D. should require the Council to pay back funds to the International Division.

--A.I.D. should require NCNW to demonstrate how it intends to make up the short-fall in its funds on hand. Care should be exercised that this does not include "borrowing" from future periods. This means that indirect costs recovered from grants in future periods would not be applicable.

--NCNW must streamline its project development process, limiting the number of staff involved in individual projects. A clear project manager should be assigned and multiple persons serving as proposal proponents avoided. Where a person other than the project manager has personal connections with the funding source that are deemed important, than he/she could be involved at the initial meeting with the project manager.

--NCNW should focus a higher percentage of time on government and multi-lateral donors, even though U.S. government funds do not qualify as matching funds under the Cooperative Agreement. A.I.D. should not discourage this process, evaluating NCNW/ID's proposals on

Table 3: Planned Core Source and Expenses

Planned Core Expenditures FY 1987-FY 1990 (1)					
	Year 1 FY 1987	Year 2 FY 1988	Year 3 FY 1989	Year 4 FY 1990	Total
USAID Share of Core	455,345	261,654	209,670	130,950	1,057,619
NCNW Share of Core	<u>136,604</u>	<u>261,654</u>	<u>316,505</u>	<u>392,849</u>	<u>1,107,612</u>
Total	591,949	523,308	526,175	523,799	2,165,231

(1) NCNW/ID's fiscal year is October 1 - September 30. The Cooperative began September 26, 1986, effectively making the Agreement years coorespond to NCNW/ID's fiscal years.

should not discourage this process, evaluating NCNW/ID's proposals on the same basis as it would any other non-profit.

--NCNW should seek to build on current efforts to solicit unrestricted donations before investing in new, longer term avenues such as direct mail. For example, NCNW should carefully analyze financial results from the recent tour in Africa to determine fundraising potential. Similarly, the financial feasibility of promoting SISTERS as a fund-raising tool should be examined.

B. Compliance with Cooperative Agreement-Resource Mobilization

1. Core Costs

The primary financial requirements of the Cooperative Agreement center on "core costs". The original strategic plan lists twelve core staff positions. Table 3 gives the planned core costs and sources.

Core costs can be "raised" in two ways. First by directly raising operating costs through unrestricted donations, grants for operating costs, or indirect cost recovery on project grants. In practice, grants for operating costs are rarely seen and generally do not provide long-term stability. The second means of "raising" core costs is to convert those costs into direct costs by employing core staff to carry out project activities. NCNW has been the most successful in converting core costs to direct costs.

Except in budgeted projections, tracking core costs which have been converted to direct cost is relatively difficult. Table 4 compares planned core expenditures per the original strategic plan to budgeted expenditures for FY 1988 and FY 1989. In making this comparison, the full budgeted costs for NCNW/ID are used in order to make it comparable to the strategic plan which itself is based of full division costs. The percent increase between actual budgeted costs and those originally projected is 54.65 percent in FY 1988 and 58.31 percent in FY 1989. Because early budgets for NCNW/ID did not break out sources of support, evaluating the impact of direct costs on core costs would require extensive financial analysis. However, beginning in FY 1989 such a breakout is available (See Annex 6).

These increases in actual core costs over planned, effectively offset gains made by converting core costs into direct project costs. The result is that A.I.D. has not paid a decreasing percentage of core costs, but a remarkably stable percent. Table 5 shows actual administrative costs for FY 1987- FY 1989. Figure 1 shows the percent of core costs covered by A.I.D. over the period. Financial records are available for FY 1989 only through June 30, 1989. Costs have been annualized on an estimated basis.

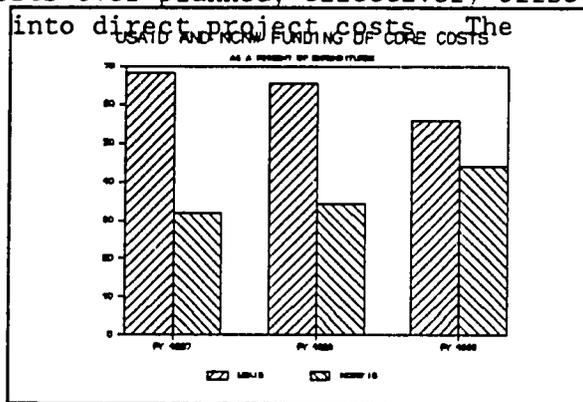


Figure 1: Percent of A.I.D. Funding

The result is that, despite three years of core funding during I-10 which NCNW/ID was to be "weaned"

Table 4: Core Budgets/Planned to Actual

Core Costs Cooperative Agreement vs Actual Budget FY 1988 and FY 1989		
	FY 1988	FY 1989
Cooperative Agreement	\$523,308	\$526,175
Actual Budgeted Costs	809,309	832,985
Increase	286,001	306,810
Percent Increase	54.65%	58.31%

from dependency on A.I.D. for core funds, NCNW/ID still has a significant portion of its core funding dependent on A.I.D. funds which are about to end. As of June 30, 1989 only \$306,475 of the original Cooperative Agreement remained unexpended. Only \$144,323 remains of the

Table 5: Actual Core Costs

	FY 1987	FY 1988	FY 1989
USAID Actual(1)	249,954	387,924	275,418
Projected (2)			<u>28,864</u>
Total USAID 304,282	249,954	387,924	
NCNW/ID Administration Projected (3)	<u>117,148</u>	<u>203,699</u>	<u>133,321</u> <u>107,382</u>
Total NCNW/ID	117,148	203,699	240,703
Total Core Expenses	367,102	591,623	544,985
Percent USAID	68.09%	65.57%	55.83% (4)

(1) Includes indirect costs as specified in Cooperative Agreement (33.5%).

(2) Calculated as one-fifth of remaining core funding. As of 6/30/89 5 quarters remained in the Cooperative

amount originally allocated for core costs, with five quarters remaining. During FY 1989, average quarterly expenditures were \$91,806. If expenditure rates remain the same during the fourth quarter of FY 1989, only \$52,517 will remain for FY 1990. The original budgeted amount was \$130,950. While financial records are not available for the fourth quarter of FY 1989, there has been little reduction in staff (one staff member who left was not replaced as a cost saving measure) which usually accompanies any significant reduction in costs.

NCNW/ID must replace or eliminate a significant portion of its core funding in the immediate future. Proposals pending with the Carnegie Foundation and with A.I.D. would employ core staff, but would not offset deficits incurred in the interim period. According to the Project Officer, the remaining uncommitted project funds (\$50,000) may be used for core costs. This would reduce the interim deficit if the proposals pending are in fact funded.

## 2. Financial targets

Ironically, despite a constant percentage of A.I.D. funding, up to the current time, NCNW/ID has met the financial targets explicitly stated in the Cooperative Agreement, if not the intent of these targets. Based on figures provided by NCNW/ID, as of May 15, 1989, NCNW/ID had raised \$604,992 in operating expenses against a target of \$712,763. According to the NCNW/ID Director, approximately 25% of the IFESH grant will be used for technical assistance from core staff. If so, there is an error on the Matching Funds Status report submitted to A.I.D. (see Annex 7)--\$26,559 (106,235 X 25%) should be classified as operating expenses instead of project expenses. Fiscal year 1989 figures do not include in-kind contributions from NCNW or fund raising costs--both allowed as part of the match. Last year this totaled \$72,833. NCNW/ID estimates that the Africa tour will net \$15,000.

Target Year III	\$712,763
Funds Raised	
Per report dated May 15	604,992
Error on report	26,559
Projected in-kind	
NCNW contribution	40,833
Projected fund raising	32,000
Projected Africa tour	<u>15,000</u>
Total	\$719,384

Given other fund-raising initiatives, the results of which are not yet in, it could not be definitely stated that NCNW/ID will not meet projected targets for FY 1989 and FY 1990.

Calculating the portion of grants which is for core versus project expenses is not clear cut. Some of the budgets do not separate out "technical assistance costs" (provided by NCNW/ID core staff) from project expenses. Where it is broken out, the technical assistance budget cannot be assumed to be core costs because some, such as travel, would be incurred only because of the project. Based on the budgets, NCNW/ID's breakdown of operating expense versus project expenses could be verified except for the Mozambique project. According to the project

budget, only \$37,000 of the grant total would go to pay for technical assistance.

### 3. Reactivation of Advisory Council

NCNW/ID reestablished the Advisory Council in October of 1987. It has continued to meet on a regular basis. A review of minutes from the meetings indicate that fundraising progress was an important issue discussed by the Council. Interviews with selected members showed an awareness of the fundraising responsibilities of Council members. Members interviewed were clearly concerned with the success of the International Division. NCNW/ID plans to ask the Advisory Council to take primary responsibility for the management of a fund-raising event planned for November of 1990. Annex 8 lists the current members of the Advisory Council.

NCNW/ID is using the Advisory Council in a constructive way in its fundraising efforts.

### 4. Conclusion

The nebulous nature of "core" costs makes a definitive statement on meeting financial targets difficult. NCNW/ID has clearly made great strides in raising project funds. However, the impact on "core" costs has not had the effect intended by the Cooperative Agreement. NCNW/ID has met, or come close enough to meeting as to enter a "gray" area, the financial targets set in the Cooperative Agreement. They have met the letter of the Agreement, but clearly not the spirit.

### 5. Recommendations

-- A.I.D. should require a financial plan showing a core budget and sources of funds for each quarter in the last year of the Cooperative Agreement. Sources of funds should be broken down by those already raised and those projected. While not allowed as a matching fund, other U.S. government funds should be allowed in determining the feasibility of NCNW/ID's financial plan. A firm commitment from NCNW to support the International Division, and a dollar value, should also be required. Through a financial plan, A.I.D. should require NCNW/ID to prove themselves capable of carrying on their work without A.I.D. funds for core costs.

-- Any future Cooperative Agreements with the same intent with other organizations, should be structured so as to require a decreasing percentage of A.I.D. funding for core costs in each year as well as a dollar amount to be raised. The organization should be required to provide budgeted revenue and expense at the beginning of the year, and a statement of revenues and expenses for core operations at the end of the year.

### C. Financial status of Projects

Three projects have received A.I.D. project funds under the Cooperative Agreement. The funds for the project in Senegal are near exhaustion. Tables 6-8 give the sources and status of funds for each of the three projects. There is \$50,000 in A.I.D. project funding which remains uncommitted to a project. NCNW has requested that the funding be applied to the micro-enterprise development project in Guinea.

However, this project would extend beyond the period of the Cooperative Agreement.

All of the funds raised for the Senegal project have been expended. NCNW/ID intends to charge additional overhead costs (up to the maximum which is 10% of salaries) to the PEW grant. This will increase the current deficit. A proposal is currently pending with Citibank for \$180,000.

D. Financial sustainability of regional offices

1. Current financial status

NCNW/ID regional offices provide technical assistance to projects, effectively converting "core" costs into direct project costs. In theory, these office must support themselves, developing and carrying out projects. An analysis of the FY 1989 budget (See Annex 6 for budget) shows that only \$ 30,138 of WARO's projected budget of \$146,798 was to be covered by already raised funds. This is only 17.42% of the total budget. The rest remained to be raised by NCNW/ID. For the South Africa office, \$44,838 of a total budget of \$155,237 was planned to come from project funds for technical assistance. This represents 28.88% of the total costs.

Table 6: Mozambique Ag Cooperative

Management Training for Agricultural Cooperatives in Mozambique Income and Expense						
As Of 6/30/89						
Project Period: 1/1/88 - 2/29/90						
Total Budget:						\$ 920,156
Raised						350,000
To be raised						140,156
To be provided by twin						430,000
Source	Budget	Amount Spent			Total	Amount Remaining
		FY 1988	FY 1989	FY 1990		
<b>Funds Raised:</b>						
USA for Africa	200,000	55,973	24,171		80,144	119,856
USAID	150,000		27,083		27,083	122,917
	350,000	55,973	51,254	0	107,227	242,773

Table 7: Botswana Y.W.C.A. Project

Botswana Y.W.C.A. Income and Expense						
As Of 6/30/89						
Project Period: 7/1/88 - 12/31/90						
Total Budget:	298,374					
Raised	232,061					
To be raised	66,313					
Source	Budget	Amount Spent			Total	Amount Remaining
		FY 1988	FY 1989	FY 1990		
Funds Raised:						
William Penn	45,918	40,298	5,620		45,918	0
USAID	75,000	50,000	14,376		64,376	10,624
IFESH	106,235				0	106,235
NORAD	4,908				0	4,908
	<u>232,061</u>	<u>90,298</u>	<u>19,996</u>	<u>0</u>	<u>110,294</u>	<u>121,767</u>

Table 8: Senegal Project

Integrated Rural Development The Fembal Area of Senegal Income and Expense						
As Of 6/30/89						
Total Budget:	\$629,684					
Raised	567,381					
To be raised	62,303					
Project Period: 1/20/88 - 12/31/90						
Source	Budget	Amount Spent			Total	Amount Remaining
		FY 1988	FY 1989	FY 1990		
Funds Raised:						
USA for Africa	250,000	52,890	197,110		250,000	0
USAID	167,381	57,215	111,825		169,040	(1,659)
Pew Trust	150,000		150,000		150,000	0
	<u>567,381</u>	<u>110,105</u>	<u>458,935</u>	<u>0</u>	<u>569,040</u>	<u>(1,659)</u>

Salary Distribution  
By Project and Office  
October 1, 1988-June 30, 1989

	<u>SARO</u>	<u>WARO</u>	Headquarters
William Penn	.25%	.00%	.00%
NCNW/ID Administration	3.98%	1.18%	28.09%
CORE/A.I.D.	6.57%	77.57%	42.50%
NED II	.25%	.00%	3.46%
USAFA/Senegal	1.24%	21.25%	.60%
USAFA/Mozambique	15.55%	.00%	.00%
A.I.D./Senegal	49.65%	.00%	2.89%
Ford Foundation	1.12%	.00%	15.22%
A.I.D./Botswana	<u>21.39%</u>	<u>.00%</u>	<u>7.24%</u>
	100.00%	100.00%	100.00%

Using the allocation of salaries as a prime indicator of how costs are allocated, actual expenditures varied. Table 9 gives a core/project breakdown for salaries for the period October 1, 1988 - June 30, 1989. According to this analysis, 78.75% (77.57% from A.I.D. core support and 1.18% from NCNW core support) of salaries for the WARO office came from non-project sources. Since June 30, 1989 less of the West Africa office's salaries can be allocated to projects because of a short-fall of funding with the Senegal project. The proposal pending at Citibank for \$ 180,000 for the Senegal project would ameliorate the problem. The West Africa office (WARO) would also be the primary provider of technical assistance for two large projects currently under consideration in Guinea and Egypt. However, the immediate support costs of the WARO office will have to come from core costs.

Salaries for the SARO office were almost entirely supported by project funds. Only 10.55% of salary costs were charged to non-projects. The two projects operated out of the SARO office (Botswana and Mozambique) have significant funds remaining in their pipeline, providing funds for continued support for technical assistance.

Based on this analysis of salaries the Southern Africa office, located in Zimbabwe, is the most viable financially. The viability of both offices is affected by competing demands for core and project funds from the Washington, D.C. office. During FY 1989, 70.59% of salaries for Headquarters staff were paid through core costs, 42.50% by A.I.D. In total dollar amounts, 78.82% of core expense (A.I.D. and Admin) was consumed by Headquarters.

Given NCNW/ID's overall financial status, ongoing deficits, core funding from A.I.D. ending with no immediate replacement raised, and no significant source of unrestricted funds, NCNW/ID will not be able to sustain both its offices in Africa. It cannot afford to carry any significant portion of the regional offices as indirect costs.

## 2. Recommendations

--NCNW/ID should make immediate plans to consolidate its offices in Africa. Regional offices should be used only so long as they can be supported almost entirely by projects.

### E. Financial Management

#### 1. Recordkeeping

Up until just recently, accounting records were kept manually on a cash basis. In FY 1989 Lotus was used to generate a cash disbursements journal and the amounts then manually transferred to another spreadsheet--a job cost ledger. A manual job cost ledger was also kept. Accrual entries, where necessary, were made by auditors at the end of the fiscal year. The system was deemed adequate for accounting records by A.I.D. auditors. Grants were monitored through monthly grant balance reports. Material adjusting entries were present in both FY 1988 and FY 1989. These entries redistributed expenses between funders for the same project or between NCNW/ID's core expenses and those charged to A.I.D. (A.I.D.'s share being reduced). Budgets were created for each fiscal year. Beginning in FY 1989, budgets also reflected the source of funding and funding shortfalls.

NCNW/ID is in the process of installing a computerized accounting system. In January, 1989, work was begun to enter all FY 1988 transactions into the new system. By the time of the evaluation, FY 1988 was complete and FY 1989 had been entered through June 30, 1989. Not all adjusting entries had been made through June 30, 1989 including recognition of indirect costs and project revenues. The system provides individual reports on each of the various projects, as well as core expenses. It is not a funding accounting package.

NCNW/ID segregates its advances to regional offices by funding source. Costs are not always expensed exactly as it was foreseen. This is not a problem in charging individual grants, since the funders are sharing the total cost of the project. However, it creates confusion in the general ledger advance accounts.

NCNW/ID has been trying to improve its accounting for much of FY 1989. An earlier consultant failed to create a system acceptable to NCNW/ID management. The organization's C.P.A. firm is overseeing the current installation. Unfortunately, during this period of change, the old system was not kept up, resulting in reduced financial control. However, the new system is only current through June 30, 1989. This hampers the financial usefulness of the system. The financial results of events occurring much earlier, such as the Africa tour, are still unknown. NCNW/ID now knows the importance of maintaining the old system during a conversion.

NCNW/ID has made significant improvements in their recordkeeping system. Management has a clear desire to improve the system. In particular, budgeting by office, function, and funding source, all recently introduced, improves NCNW/ID's ability to project financial outcomes. The old system was labor intensive and more open to error in generating project reports since it was done manually. This will hopefully eliminate the need for material adjusting entries done after

the fact.

## 2. Staff

Financial recordkeeping is done primarily by an International Division fiscal assistant who reports to the Deputy Director for Finance and Administration. The competency level of the position is approximately that of a junior staff accountant. The position of Deputy Director is now vacant, with the responsibilities being shared between the Program Development Director and the Division Director. There does not seem to be a lot of interaction between the Accounting Department for NCNW and the International Division. NCNW is considering installing the same program now being installed by NCNW/ID but it has not yet done so. There is a lot of reliance on NCNW's accounting firm.

The separation of the accounting function for the International Division and for the agency as a whole does not allow the economies of scale which should be present in an organization the size of NCNW. NCNW/ID needs both routine record-keeping and financial management expertise. This is difficult to find efficiently in one person, since the qualifications for the two activities are very different--a good financial manager would be overqualified for record-keeping, while an accounting assistant cannot provide the financial management required. NCNW/ID does not require a full-time financial manager, but does require assistance in setting up financial management systems and monitoring them. This expertise is crucial to guiding the Division through difficult financial times. It does not currently exist within the International Division.

## 3. Indirect Costs

Indirect costs, calculated in FY 1987, treat the International Division in the same fashion as other projects. This does not adequately recognize the "divisional" nature of the International Division with its own overhead costs. The result may be an overcharging of indirect costs to the International Division, and a decrease in competitiveness. Proposals submitted by NCNW/ID to A.I.D. calculate indirect costs using different bases--one calculated on total costs, the other on salaries and fringe benefits. NCNW's rate is currently being calculated based on total costs.

## 4. Overall Financial Management

The elements of a good financial management system are in developmental stages at NCNW. The record-keeping is improving, although still seriously behind due to the conversion. Division management recognizes the need for tighter controls and has done some projections for the upcoming quarter. Elementary reporting systems exist. However, the test of the adequacy of a financial management system is its ability to control costs, project future financial conditions, and foresee and address problems before they become critical.

The overall financial condition of the Division, the expansion of core costs, and the impending exhaustion of A.I.D. core funding with no immediate replacement all point to an inadequate financial management system.

## 5. Recommendations

--The International Division's accounting should be merged with the Council overall accounting department. One staff accountant could be assigned primary responsibility for the International Division, taking on other duties as time permitted, and would be under the Controller of the organization. The Controller should provide the International Division with financial management expertise.

--NCNW/ID should develop a reporting system which monitors core costs, especially the level at which those costs are converted to direct costs. Each staff person should have a targeted level of technical assistance to be provided which is monitored monthly.

--NCNW/ID management staff should increase their understanding of indirect "core" costs and how it affects unrestricted fund balances or deficits. Indirect cost percentages should be monitored for each month for the Division.

--NCNW/ID should pursue with the Council a means of allocating indirect cost which recognizes ID's divisional status. A.I.D.'s Office of Overhead/Procurement and Special Costs could provide advice on the most equitable, simple structure.

--A.I.D., prior to funding additional projects, should ask the Office of Overhead/Procurement and Special Costs to determine the reasonability of NCNW's allocation of indirect costs to the International Division. The funding Bureau or Mission should also be sure that the indirect cost structure proposed is consistent with the structure approved by A.I.D.

### III. INSTITUTIONAL DEVELOPMENT

#### A. Narrowing of Focus

##### 1. Programmatic Focus

In periods prior to the Cooperative Agreement, concern was expressed by evaluators that NCNW/ID's involvement in international activities was too broad. In the past two years, NCNW has narrowed its focus to institutional development and technical assistance related to institutional development (rather than to project implementation or sectoral foci). The importance of the "twinning" concept to NCNW guided its decision to focus on institutional development.

This focus is illustrated by NCNW/ID's relationships with FAFS in Senegal, GUC in Mozambique, and YWCA in Botswana. In each case, the emphasis is on assisting the partner organization with developing the skills to put together proposals, programs, set up financial systems, conduct evaluations, hire staff and consultants, etc.--in other words, to become fully functioning indigenous development organizations on their own. The "twinning" theory operates in its purest form in Senegal and Botswana, where NCNW/ID provides day-to-day technical assistance in Senegal and periodic management training in Botswana. In Mozambique, the GUC is a large well-established organization serving both men and women but with women in significant management positions. The particular training projects supported by NCNW are related primarily to improving the skills of women.

While the actual projects run by these organizations branch out into many specialties such as agriculture or health, NCNW maintains its focus on the generic and managerial aspects of institutional development. For example in Senegal, NCNW/ID helps the partner organization determine criteria for hiring substantial technical specialists. NCNW does not provide substantive technical expertise directly from its own staff.

NCNW/ID is currently looking to expand its programmatic focus to include management in micro-enterprise development. The recent proposal for a micro-enterprise development project in Guinea is an example of this expansion. However, NCNW/ID's role will be that of an intermediary, providing technical assistance in institutional development and training for the local organizations working directly with small entrepreneurs. One SARO staff member has recently completed a training course on micro-enterprise, which supplements his project design, country assessment, and evaluation skills. Although NCNW/ID will provide primarily technical management assistance to SARO-area organizations, a clearer understanding of the issues in micro-enterprise projects, as a result of this course, will strengthen their contribution to the partner organization.

In contrast to the longer-term partnerships, NCNW/ID also responds to requests such as the new one-year Bombo Supplementary Feeding program in Angola. This response indicates that NCNW/ID takes advantage of opportunities that require technical management assistance without establishing long-term

twinning partnerships. (The FAFS project also has a literacy/health component.) While such activities may be advantageous to NCNW/ID's short-term financial stability, NCNW/ID's response to them raises questions in the long term of how NCND/ID creates and sustains a clearly defined market position.

One obvious weakness of NCNW/ID is its failure to clearly define what is meant by institutional development. The NCNW documents describing this goal are quite general in nature. This weakness is important to address for two reasons: (1) NCNW and its twinning partners, as well as outside evaluators, cannot reach firm conclusions on the progress of institutional development in a partner organization if the content and criteria for assessing institutional development are not clear; (2) Because its methodology of partnering is somewhat different than many NGOs (NCNW's being more participatory), NCNW has an even more difficult task in defining to the outside world its market niche and development approach.

In conclusion, although the Angola project lies on the periphery, NCNW/ID has clearly narrowed its focus to institutional development of twinning partners. The sharpened focus, for the most part, has strengthened the organization by giving it more in-depth experience in particular management and training areas within shorter time frames. Lessons learned by staff in working with FAFS in Senegal and the YWCA in Botswana help to improve later projects and twinning arrangements.

## 2. Recommendations

- o NCNW/ID should continue to keep its programmatic focus narrow as it seeks new avenues of funding. In entering new areas of endeavor, NCNW/ID should emphasize its institutional development expertise and its participatory approach to institutional development.
- o NCNW/ID must more clearly define for its public and its donors--and for its partners--what is meant by institutional development and the methodology which is utilized.

## B. Staffing

### 1. Capabilities

While there were notable exceptions, NCNW/ID's ability to deliver technical assistance in the field prior to 1987 was hampered by the lack of a sufficient number of qualified and experienced NCNW personnel. Contributing to this problem were in-country hiring patterns based on convenience or opportunities, such as location in the country, rather than NCNW defining positions and then seeking the most qualified individuals. Some staff were wives of expatriate officials with limited tenure, which did not always provide for the level of long-term commitment required as NCNW/ID launched new endeavors. Salaries were generally low in the field and benefits minimal. The consequence was high staff turnover; few management systems were put into place and reporting was uneven at best.

Employment of experienced staff has increased considerably since 1987. Many of the current executive staff were previously with Africare and Save the Children (SCF). All senior staff have solid experience with established international development agencies, allowing them to transfer important "institutional" lessons. One of the Washington staff members was a country director for Africare for five years.

The Deputy Director for Africa, who was formerly the SCF Director of Training in Zimbabwe, brought two of her SCF staff with her when she moved over to NCNW. Based on interviews and review of documents by the evaluation team, she appears especially strong in program development, management systems and an awareness of the larger issues and cutting edge trends of the development community.

The Program Development person in West Africa, a Senegalese man, has ten years of experience in rural and urban development with European and Canadian organizations, including two years in Mauritania. The acting head of WARO, a Guinean woman, previously coordinated training centers for women for the Government of Guinea. During the evaluation visit, they both appeared extremely thorough, well-organized and professional in their operation of the WARO office. The USAID Mission commented favorably on the quality of reports coming from their office.

The technical expertise among NCNW/ID staff reflects its focus on institutional development and is concentrated on specific managerial skills: project design, training, administration, and evaluation. Changes from the staffing pattern originally projected in the strategic plan support the division's move toward narrowing its focus--hiring staff with skills in administration and management rather than a project implementation or sectoral fields such as agriculture. Table 10 compares the positions proposed in the strategic plan to current NCNW/ID staffing.

NCNW/ID staff is strongest in the areas of training (including needs assessment), project development, and administration. This strength is reflected not only in the resumes of the staff (See Annex 9) but also in the development of NCNW/ID's own internal policies and procedures. (See section C. below, Management Systems.) Experience in fiscal management is limited to oversight of budgets. No current staff member has formal training in financial management, a badly needed skill given NCNW/ID's focus on institutional development.

NCNW/ID has on board most of the institutional development skills required to carry out its work with indigenous, women's organizations. It lacks financial management expertise in a professional staff capacity.

## 2. Writing skills/proposal development skills

This area is a major weakness in the Washington headquarters and impacts many areas of NCNW/ID's operations, including fund-raising.

Many proposals, pieces of promotional literature, internal documents and public reports emanating from headquarters have been of extremely poor quality

Table 10: Comparison of Proposed to Current Positions

<u>NCNW/ID Current Positions</u>	<u>Cooperative Agreement Proposed Positions</u>
<u>Headquarters</u>	<u>Headquarters</u>
Director	Director
Program Development Director	Fund Raising Officer
Deputy Director, Admin & Finance	Assistant Director
Executive Assistant	Office Manager
Research/Project Planning	Research Assistant
Fiscal Administration Assistant	Budget/Fiscal Officer
Development Education Coordinator	
Marketing Associate	
Program Assistant	
Administrative Assistant	Secretary
Production Assistant	
	Training/Education Officer
	Agriculture Officer
<u>Africa Operations- SARO</u>	<u>Africa Operations</u>
Deputy Director Africa Operations (SARO Director)	Regional Representative
Program Spec.--Training/Finance	
Program Developer	
Secretary	
Audio Visual Technician	
<u>Africa Operations--WARO</u>	
WARO Director	Regional Representative
Program Spec.--Training/Finance	
Administration & Finance	
Secretary	
Driver	

in both writing and graphic presentation. This has led to a rippling effect, harming NCNW/ID's reputation in a number of quarters. Unfavorable comments were relayed to the evaluation team by AID/Washington, one USAID Mission and by another NCNW/ID donor organization, who commented on the sharp contrast between the weak documents and the high quality of the field operations. One could infer that strong personal presentations, rather than proposals, have played a role in the non-AID funding obtained by the organization.

At the inception of this evaluation, such papers led the present evaluators to the conclusion that NCNW/ID programs were ill-planned and poorly articulated. The evaluation team learned that this had also been the first impression of others unfamiliar with NCNW/ID's on-the-ground work. Once in the field, the initial perceptions of the evaluation team were reversed.

The written output, which helps create a public image, was poorly organized, often redundant, and lacking in clarity as to what NCNW/ID's real activities were. Papers were inaccurately dated or not updated; small inconsistencies of facts led to an impression of sloppiness; visual presentations (margins, paragraphs) were inconsistent; typographical errors went uncorrected; text did not always match section headings; time periods had no indication of starting or ending points; the reader often had to wade through paragraphs or pages to find the point.

A.I.D./Washington strongly expressed these concerns. NCNW/ID was asked to rewrite several documents. USAID/Mozambique echoed these sentiments in cable traffic. The 1983 A.I.D. evaluation noted that NCNW's formal written communications "do not (yet) contain...a precise statement" of their mission.

Small factual inaccuracies and inconsistencies also raised questions. There were discrepancies, for example, in the names of targeted villages and their populations in proposals. In another case, one document states that a project will benefit 750 women and their families for a total of 7000. In fact, over the two-year period only 132 women will be trained, a reasonable and realistic number. They would then through committees be expected to train or influence another 618 women, although no formal structure has been set up. Although many organizations may inflate their figures slightly in presentations to donors, the high numbers and discrepancies were enough to raise eyebrows at a USAID Mission over the realities of the project vs. its description.

Some documents examined were apparently written by former NCNW/ID staff members, but they were still being used by current staff in approaching new donors and providing reports to existing donors. NCNW/ID also contracted out some sections of proposals, most of which were long on country problem descriptions, but painfully short on specific, coherent programmatic details.

Some NCNW proposals lacked either executive summaries or summary statements of what the project was intended to achieve, when it would begin and end, how many people would be impacted and in what way. Much of this information was obtained by the evaluation team only when they arrived in Africa. Some of the information appeared in logical frameworks but they, too, were not always of adequate quality.

NCNW/ID has established a definite format for its proposals. This format includes instructions on what items should be included in each section. (See Annex 10). However, comparing a recent proposal (now under consideration by funding sources) with NCNW's proposal format reveals substantive gaps between the format and the actual proposal. For example, the proposal format calls for clear benchmarks for each project activity--an important part of any proposal. Yet, in the actual proposal measurable benchmarks are not present. Only the budget reveals that NCNW/ID intends to work with ten African NGOs--a key benchmark since the proposal's objective is to institutionally strengthen selected African NGOs.

It should be noted that project reports out of the WARO office were complete and well documented; the information did not get translated into reports coming out of the Washington office. In another example, management systems documents out of the SARO office were extremely well-conceived and of high professional quality.

In conclusion, the preparation of written documents, in particular proposals and public relations material, is a critical skill which NCNW/ID must develop to compete. Either it does not currently possess the needed writing skills among its headquarters staff or it has failed to institute a professional monitoring/editing system for both public and internal documents. This is a serious and major deficit in the organization that has significance for its ability to compete for funds and improve its reputation.

In addition to the poor quality of documents, there were communications problems between NCNW/ID and A.I.D. staff in Washington. In fairness to NCNW/ID--although in no way excusing inaccuracies or sloppy presentations--it is important to note that some communications problems were the result of A.I.D.'s rapid turnover in project officers of A.I.D. informing NCNW/ID of documentation needs on short notice or in the ad hoc use of new formats when the most appropriate NCNW/ID staff members were over committed or unavailable. These circumstances resulted in NCNW/ID not always meeting the deadlines of new project officers. Nevertheless, producing proposals and reports under short deadlines is not unusual in the international development field and, if the instructions are clear and NCNW/ID is to be competitive, they must be prepared to meet short-notice deadlines in the future. At the same time, A.I.D. must recognize the disruptions that occur when conflicting instructions are given by successive project officers.

### 3. Staff organization and field placement

NCNW/ID operates from two regional offices in Africa: West Africa (Dakar) and Southern Africa (Harare). Both of these offices are well placed for good communications facilities and represent two of the three NGO network centers in Africa (the other being Nairobi).

Only one NCNW/ID partnership relationship has been established in West Africa (Senegal), although a new program is under development in Guinea pending funding. The Southern Africa office monitors partnerships outside Zimbabwe (Botswana and Mozambique) and a short-term project in Angola.

(NCNW/ID does support some extremely small projects in Zimbabwe, which are funded directly by NCNW members.)

In NCNW/ID, there are nine executive staff members. All are based in Washington except for the Deputy Director of Africa Operations.

1. Executive Director (travels semi-annually)
2. Deputy Director/Administration & Finance (travels semi-annually)
3. Deputy Director/Africa (Based in Zimbabwe)
4. Program Development Director (travels as needed)
5. Executive Assistant
6. Research/Program Planning (travels as needed)
7. Fiscal Administrative Assistant
8. Development Education Coordinator
9. Marketing Associate

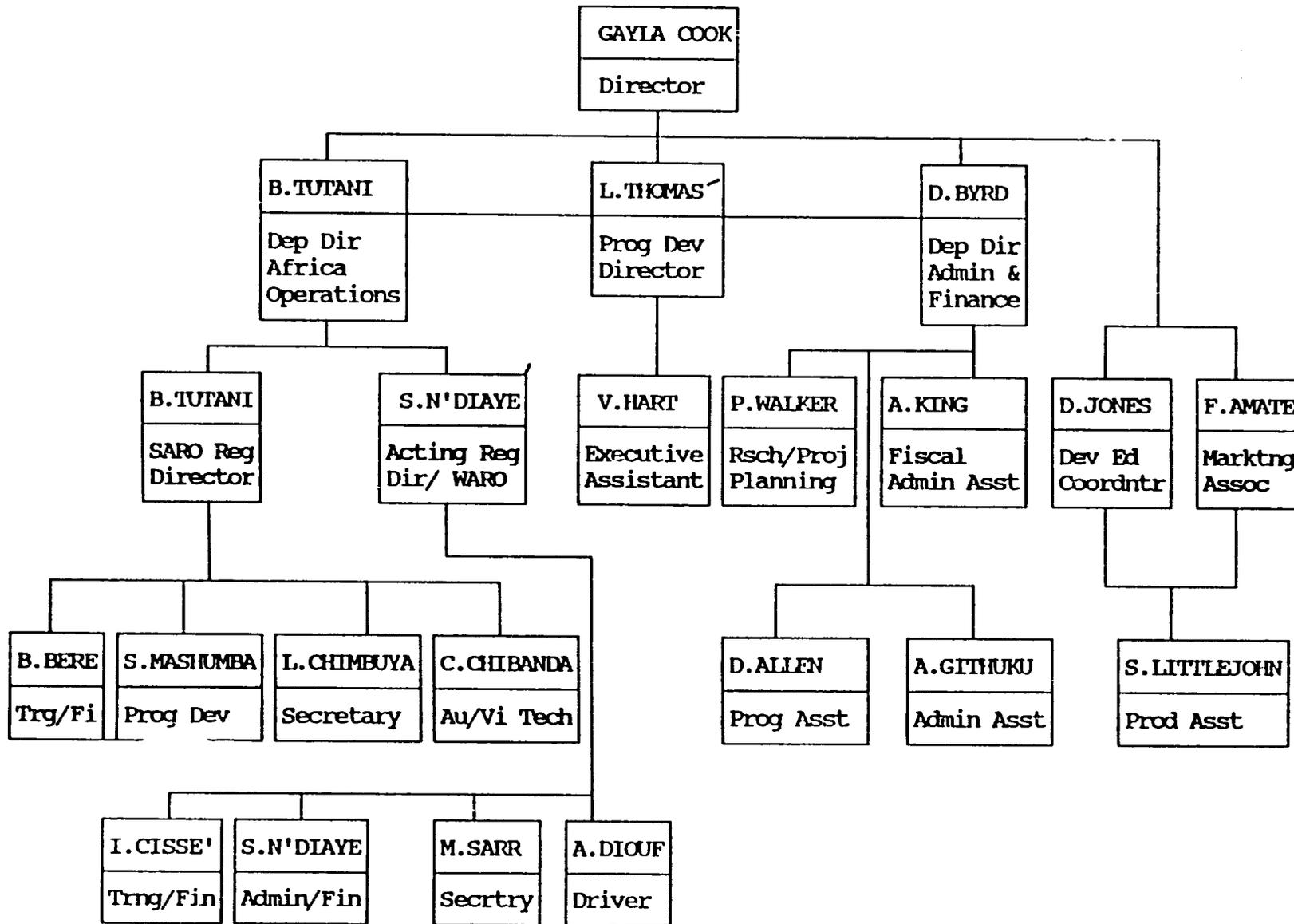
In Washington, there are also three support staff.

In the field, there are ten staff (one holding both executive and field positions). The two regional directors include (1) an African-American, based in Harare, who is also Deputy Director for all Africa operations, and (2) a Guinean woman, who is Acting Regional Director for West Africa, based in Dakar. Each of the two NCNW/ID Africa bureaus has four nationals on staff. Figure 2 is the organizational chart. As mentioned earlier this staffing pattern differs from the one originally envisioned in the strategic plan.

NCNW/ID operates with two regional offices and a roving team of experts out of Washington. Most organizations the size of NCNW/ID operate either totally from a U.S. based office or from overseas offices that are short-term and project-dependent for funding. Individuals may be engaged to represent the organization on a part-time basis, rather than incurring all the costs associated with an in-country, non-project office. This is done because the overhead costs associated with multiple offices are not cost-effective. Staff can be sent out by headquarters and maintained on a short-term basis for less cost than maintaining a branch office and paying for intra-regional travel. For example, Appropriate Technology Institute (ATI), an organization similar to NCNW/ID in that it works through and with local organizations, does not maintain regional offices.

The communication, time, travel and other costs that two regional offices necessitate is not a wise use of resources at the current stage of NCNW/ID's development. The time and financial costs for two-day transportation between Dakar and Harare involve not just the Africa Director, but the entire floating team. In addition, the two-bureau system with the Africa Director based in one bureau makes for a somewhat cumbersome system of communications with headquarters.

NCNW/ID neither needs nor can afford to maintain two regional offices. As indicated in Chapter 2, continuation of regional offices in Africa must be based on the ability of NCNW/ID to support them totally from project funds. From a current financial standpoint, NCNW/ID is dependent on year-to-year project funds to sustain these regional offices. Long-term support on this

Figure 2: NCNW/ID Organizational Chart

basis is possible, but not assured. Therefore, careful budgeting and constant monitoring of regional office cost effectiveness and expenditures will be necessary if the regional office configuration is to be continued. If a regional office is maintained, clear cut triggers for reducing costs or eliminating the office need to be set out as part of the decision to continue operating in this manner.

#### 4. Staff development and compensation

A system of staff development is well underway throughout the NCNW/ID system. Each staff member, from the directors to the drivers, fills out a questionnaire regarding career development goals and plans. Individuals meet with their supervisor and discuss their development needs and concerns. As budget constraints and division needs allow, staff participate in various development exercises. Field staff are currently upgrading language skills (i.e. English for West African staff and Portuguese for Southern African staff), attending small enterprise development and other pertinent-topic workshops, and taking courses that blend organizational and individual interests and needs.

No formal division development plan exists, although management staff informally discuss on a regular basis, the division's needs in skills required to carry out proposed projects. Annex 11 explains NCNW/ID's staff development philosophy and has an example of the questionnaire each staff member fills out regarding development goals and needs.

Fringe benefits for staff are laid out in NCNW/ID's Policy and Procedures Manual. Leave benefits provide for twenty days vacation, fifteen days sick leave, and compensatory time for non-professional and professional staff. In addition paid maternity/paternity leave (3 months) and jury duty leave is granted to staff. Health care benefits are provided, but no pension plan is in effect for the Division.

Compensation levels range from \$38,000 to \$40,000 at the deputy director level. Top management receives \$56,000 on an annual basis. Compensation for U.S.-based program staff is between \$20-30,000. Based on the salary history provided by NCNW/ID, compensation levels have increased in the senior management and programmatic positions. Annex 12 gives the salary history for NCNW/ID staff.

At the time of the evaluation the high/low average length of employment for current staff was 1.71 years. Average length of employment for past staff was slightly less. Regional staff were the most stable, with headquarters staff experiencing more turnover. The current director of the division has been on board since July, 1987. One deputy director left during the time of the evaluation after having spent two years at NCNW/ID. Of the remaining deputy directors, one has been on board just under one year, and the other (also the SARO regional director) has been with NCNW/ID for over two years.

Compensation levels are not out of line with the non-profit sector. The lack of pension benefits is one exception. Staff development is an organized and on-going part of the internal management of NCNW/ID. Staff retention has

not changed dramatically over the course of the Cooperative Agreement, but is increasing.

## 5. Recommendations

- NCNW/ID needs to increase its staff expertise in financial management. If possible, the next professional staff hired should possess an MBA with a concentration in accounting, or fiscal management. In the interim, a selected staff person should pursue seminars/coursework in financial management and/or accounting.
- NCNW/ID should improve its proposal writing and reporting skills and greatly improve the external face of its publications (e.g. clean, typo-free documents, good graphic presentations). Responsibility for documents, especially those for external consumption, must be overseen at headquarters by a more professional eye. NCNW/ID also should obtain materials on proposal writing or request sample successful proposals to understand the organization and purpose of each section in a standard proposal. Requesting copies of winning proposals through the Freedom of Information Act is a source of sample proposals. Special attention needs to be given to the contents of an Executive Summary.
- NCNW/ID should examine carefully its ability to maintain regional offices in Africa and the cost-effectiveness of such offices. At least one such office should be eliminated. If a single African office is retained, it should be supported entirely from project funds. Additionally, the regional office should be placed under tight budgetary constraints and be constantly monitored to ensure its cost effectiveness. Specific triggers to force cost cutting or elimination of the regional office should be put into place if an African office is to be maintained.
- NCNW/ID should continue its strong staff development program. As part of this program, NCNW/ID should create a division development plan which details key areas where increased expertise is needed in the division. Personal staff development plans could then be coordinated with division development plans. This plan should be part of NCNW/ID's annual planning process.

## C. Management Systems

### 1. Communications

Organization-wide, face-to-face communications are somewhat limited. The new management team and all field staff met in January 1988 for an extended planning meeting. This served to build a sense of teamwork among

Africa-based staff and provide for sharing of ideas between the regional offices. Because of budget considerations, there are no regularly scheduled meetings between the West and Southern Africa staff. However, each staff member provides a brief monthly report of activities and these are available in the field offices.

In the management information chain, the West Africa staff send reports to the African Director, based in Zimbabwe, who then reports to Washington. However, the West Africa office also sends their reports to headquarters, which provides a communications backup in case the African Director is out of the country when urgent matters arise.

Several Washington staff visit the field offices twice a year at separate times. This builds on the concept of a roving team of experts who can assist in providing macro-support and leadership.

Communications equipment in the two regional offices is extremely limited. Communication is primarily by telex and telephone. SARO has its own telex machine, while WARO does not. Neither office has a fax machine and only WARO has a photo-copy machine. The SARO office does have a computer, but it is not set up to transfer files. Telephone systems are basic and WARO experiences problems with no intercom system which is necessitated by the office set-up.

The information flow in NCNW/ID is adequate given the size of staff and operations, but has some weak points. The information chain through the Africa Director in Zimbabwe has resulted in some delays on decisions or obtaining information, which the system should address. If this director is travelling or unreachable or if communications systems (erratic at best in Africa) break down, delays in making decisions or obtaining critical information can occur. While the headquarters staff provide a backup, they cannot always be fully informed of events in the field and may not be in the best position to make decisions or supply information.

## 2. Internal planning and reporting

The core of NCNW/ID's planning system is its annual plan. The plan is divided into quarters, with major tasks listed and staff persons responsible. The plan is reviewed at the beginning of each quarter and changes made as necessary. Monthly reports are submitted by all staff persons directly to the Division Director. These reports are keyed into the quarterly plan. Annex 13 is the plan for FY 1989, Annex 14 is an example of the monthly reports.

Monthly reports from the field staff are keyed to the workplans for each individual project. These reports go first to the Deputy Director for Africa where they are reviewed and then to the Division Director. These reports, along with the monthly reports from other staff, are compiled together and form the basis for the required reports to the funding sources.

In addition to the monthly reports, each office submits a quarterly program report in which overall problems and opportunities are discussed.

While the content for individual reports varies, guidelines for content are included as part of NCNW/ID's program development manual. Financial reports are also submitted on a monthly basis.

Although an efficient system of field reporting has been developed, its implementation remains somewhat uneven. In Senegal, the best example, the on-site project manager writes detailed monthly reports of project activities, problems, resolutions, and requests. The WARO program officer also writes detailed reports of his site visits. The results of both, in addition to providing the basis for active intervention, are synthesized into quarterly and annual reports.

The reporting system in SARO, where some staff members are younger and less experienced than WARO counterparts, is adequate for the needs of actual program activities. It is less adequate, however, as a system of documentation. These reports have shown improvement in form and content some of which is due to improved facilities e.g., a better typewriter and a secretary. Service reports, for example, are sometimes rather cryptic, which is sufficient for the in-house action for which they are primarily intended, but insufficient as a contribution to the important task NCNW/ID must undertake of thoroughly documenting its activities for the sake of developing its own "intellectual property."

One area of technical assistance that merits further attention is the communications and reporting system between NCNW/ID and their partner organizations. A more formalized structure could help twinning partners learn more about reporting formats and systems and could strengthen the evaluation capacity of NCNW/ID and their partners. One notable example was the Botswana program, where reports and financial management seemed especially weak.

In conclusion, NCNW/ID's reporting system of field reports and quarterly and annual reports adequately allows for the tracking of the evolution of each project, including detailed budgets. It does not provide adequate project documentation. Also, more thought should be given to modeling and assisting partner organizations with their own communications systems.

### 3. Other Management Systems

NCNW/ID has taken clear steps to institutionalize its knowledge and experience via operating manuals, forms, etc. This is an on-going process. Since 1987 when a new executive management team was put together, NCNW/ID has instituted a wide array of management systems where few or none previously existed. These documents and systems include such items as an extensive Policy and Procedures Manual, Country Protocol Agreements, Partnership Agreements, Training Plans, Program Development Status Sheets, Project Workplans, Staff Development Plans, and Project Proposal Format. All of these documents were of professional quality, far above the proposals and other public documents heretofore mentioned.

Administrative policies are contained in NCNW/ID's Policy and Procedures Manual (See Annex 15 for Table of Contents). The manual is well-organized and allows for easy updates. Each section is separate and dated. Fiscal policy

and procedures are rudimentary--consisting of a few pages, related to accounting procedures.

The SARO office where the Deputy Director for Africa is headquartered is refining a Program Development Manual that includes such elements as: Identification of Potential Twinning Organizations, Country Assessment of Women's Issues, Program Development Guidelines for Use With Partner Organizations and Their Constituents, and a formal Twinning Agreement With the Women's Organization.

This Program Development Manual (See Annex 16 for Table of Contents) contains guidance for NCNW/ID staff for each phase of program development, including initial inquiry, country assessments, twinning and country agreements, and project design and implementation.

#### 4. Office operations and equipment

Given the budgetary constraints, the field offices appear to be well-organized and efficiently operated. Filing and documentation systems, for example, are well-conceived and organized, providing easy access to information by either internal or external reviewers. The SARO files were color-coded and easy to use; WARO documents were organized in notebooks for immediate access to the evaluators.

The SARO office has established a small library of technical and training resource books for use by staff and by their partner organizations. This project keeps their staff alert to updated materials and abreast of developments in the field. No library existed in the WARO office, but SARO staff provide more training assistance to partner organizations and have two staff with technical training skills. Nonetheless, WARO could benefit from a resource library.

Concerning equipment, the lack of a vehicle or a small refrigerator were felt needs by the staff in the WARO office. For example, the program monitor must frequently travel to the field project several hours away by bush taxi. The office itself is off the main road making for less than easy taxi access. While refrigeration might seem like a luxury, it is an amenity that would enable WARO staff to extend expected hospitality to visitors to the office, which is situated in an area with no immediate access to take-out food and drink. By the same token, the limited electronic communications equipment in the office, i.e. no intercom, has produced staff resourcefulness, such as measured knocks on the wall to summon other staff.

In the SARO office, the lack of photo-copying facilities was cited as a problem by staff. They do have a vehicle and employ a driver although their proximity across the street from a taxi stand would seem to make this service less necessary than in the WARO office which is not on a main road. Neither office has fax facilities.

In conclusion, both field offices have done an excellent job of organizing operations and stretching their limited resources. It is clear that each office could use additional equipment, especially photocopying and

fax machines. However, this is contingent on whether or not NCNW/ID's financial base at this time can prudently sustain two regional offices.

#### 5. Evaluation

Of all the management systems for NCNW/ID, this area appeared to be in an embryonic stage, an observation with which field staff concurred. Their current system is based on the logical framework components which are not always adequate or comprehensive. Evaluation of projects is now being built into the budget of all NCNW/ID activities and into the projects of the partner organizations. The evaluation team had access to drafts of evaluation documents and discussions with the Deputy Director for Africa, which indicated that this area is being tackled with the high-quality thoroughness given to other management systems coming out of the SARO office. Staff cited development of evaluation systems as an immediate priority. The project or partner agreements do not yet incorporate information on gender, which should be a high priority for an evaluation component in a women's organization.

In conclusion, given the time constraints and numerous other systems developed since 1987, the NCNW/ID field offices are trying to bring about project evaluation processes in a timely and effective manner. However, nearly all the work in this important area remains to be undertaken. At present, NCNW/ID agrees that care should be given to ensure that overall NCNW/ID objectives as well as in-country and partner-specific objectives are evaluated on a regular basis and is working to bring this about over time.

#### 6. Recommendations

NCNW/ID should pay particular attention to improving its communication system among staff worldwide. This is one of the critical keys of success for their roving team approach to management. These systems should be modeled for their partner organizations.

NCNW/ID should continue to refine existing management systems, giving particular attention to institutionalizing evaluation systems in their internal operations as well as in their documents and relationships with partner organizations. They need to consider the forms of evaluation which are appropriate to model for their partner organizations.

Gender information and criteria should be developed and incorporated within each management system, especially in the initial country and partner assessments and in the evaluation systems throughout the organization. SARO reporting should emulate WARO quality both because these reports are the source of the basic data for headquarters reports and must be adequately informative, as well as providing a solid data base for NCNW/ID's construction and reconstitution of its "intellectual property." Further development of the reporting abilities of some SARO staff members will also contribute to staff skill enhancement.

D. Competitiveness

1. Public image

In the past two years as this new management team has come on board, they have been very much aware of the not-always positive and not-always clear public image of NCNW/ID. Their approach has been to quietly rebuild the International Division on a foundation of quality staff in small effective programs. The emphasis has been on programs rather than publicity.

While they have joined international development networks, both in the United States and abroad, these relationships have taken a somewhat secondary role until their programmatic efforts were effectively grounded. In recent months, both regional offices appear to be taking initiatives to link with other NGOs in regional planning and programmatic discussions. Their work is being recognized in various ways:

- o They were the only private voluntary organization in Southern Africa invited to make a presentation at a recent USAID regional conference for WID officers.
- o The Mozambique project is being considered for replication by a Dutch donor in the country.
- o The Southern Africa regional office was approached by the Zimbabwe Government to request NCNW/ID member help in reforestation programs in refugee camps.
- o In Senegal, the President has mandated a nationwide effort to increase literacy efforts and the NCNW/ID/UNICEF rural development project was selected as the model.

This quiet approach may have been a prudent one for the past two years. However, it is time for the field offices to make greater efforts to become known for their achievements within the international development and donor communities. They now have some solid relationships and projects, which they need to better articulate in both Africa and in the United States. Active participation in WID, regional and other pertinent networks can only speed NCNW/ID's acceptance as a full-fledged contributor to international development.

At headquarters, NCNW/ID also would do well to take some lessons from standard marketing practices to position itself in the marketplace. Eventually this would assist not only in replication of its successful projects but in increased funding opportunities.

Because institutional development and partnering is becoming "trendy," NCNW/ID is no longer on the cutting edge in this respect. However, its focus on women and the link between African and African-American women help define the parameters. NCNW/ID would benefit from developing a "message" for the public that would uniquely portray its approach to women's development. Being the major African-American women's organization making links with African

women's organizations is a strong basis for building a defined, highly recognizable image.

While NCNW/ID has developed a Capability Statement in response to a previous A.I.D. evaluation, in the opinion of the evaluation team, they have still failed in this document to "demonstrate their having institutional experience and knowledge that are unique to the organization and of great value to others." Again, the critical need is for high-quality writing and public relations skills.

## 2. Dissemination of lessons learned

The 1983 AID evaluation of NCNW/ID indicated that the Division, although having a unique mission and having implemented effective development activities, had...

... not been very effective in capitalizing on its field projects to develop 'intellectual property,' a body of knowledge, skills, and expertise for which it is widely recognized and respected. The publication of documentation ... is required to turn past experiences into real 'intellectual property!' The greater development community and potential counterpart organizations must come to view the Division as having institutional experiences and knowledge that are unique to the organization and of great value to others (Levinger 1983:14).

This "intellectual property" has still not been developed. Its absence made it difficult for the evaluation team to develop a clear sense of the evolution of NCNW/ID activities over the life of the Division, necessitating major efforts to recompose the puzzle. Current staff members are aware of their own limited knowledge of the specifics of the evolution of the Division.

In the Cooperative Agreement, NCNW/ID said it planned to disseminate results from 1) the process of establishing a twinning relationship, 2) income generation skills improvement in Togo and 3) application of the Casamance study methodology to other Francophone countries. However, there is no evidence that this has been achieved. The stated "media presentation, including slide/sound shows and other audio visuals to demonstrate the lessons learned in these projects" did not materialize. However, video documentation of the projects are apparently in progress, some through the efforts of another donor organization.

While the required reporting in the field has been of a high level, NCNW/ID has made only modest progress in developing "intellectual property" from its projects. This "intellectual property" is important both for the development education of NCNW members and for NCNW/ID's ability to share its experiences with the larger development community. Extracting the lessons learned and writing case studies that can have an impact on the development field are important tasks, more often than not neglected by most PVOs. NCNW/ID has been no exception. But, this area is particularly critical for NCNW/ID as it seeks to rebuild its reputation and to attract new donors. This remains a gap in the assignment of staff responsibilities.

### 3. Skills bank

Development of the Skills Bank, both in the U.S. and in the two Africa bureaus, has not been a high priority item. Fewer than 100 consultants are in the D.C.-based computer roster. Both Africa bureaus know of some qualified consultants for their areas of need but have made no effort to systemize their rosters. The Consultant Profile form is fairly general in that it asks for "short-term" or "long-term" availability and has no rating for language facility. A critical omission is the lack of a date for the form. (See Annex 17.)

The slow development of the Skills Bank poses serious problems when NCNW/ID decides to compete for grants and must respond quickly to Requests for Proposals. This area requires urgent attention.

### 4. Recommendations

- o NCNW/ID should make a greater effort in the regional offices to become known for their activities among the international development and donor communities.
- o NCNW/ID should expand their staff capability in public relations and market positioning so that their image and message to donors, the public, their constituents, and their twinning partners is consistent and unique. They should work on developing a clear image based on their twinning approach and their role as the major African-American women's organization.
- o As part of this clarified image, NCNW/ID should develop their intellectual property as an organization, extracting stories and lessons from their twinning relationships that are useful for other development organizations. This will also serve to set them apart in a productive way.
- o If NCNW/ID intends to compete for grants, they must act quickly to increase the numbers and sophistication of their Skills Bank.

#### IV: TECHNICAL ASSISTANCE: TWINNING

##### A. NCNW/ID's Approach to Development

NCNW/ID's approach to development has several characteristics that distinguish it as a development agency:

- o A partnership or "twinning" arrangement between NCNW/ID and African women's organizations to serve the mutual goal of empowering women; this relationship is based, in part, on a kinship role with NCNW as the major African-American women's organization relating to African women's organizations;
- o An emphasis on contributing to the institutional development of African women's organizations so that the indigenous organization will become a fully operating development organization on its own;
- o A methodology that focuses on helping African women's organizations to define their own goals and objectives and then seeing where NCNW/ID can assist, rather than seeing where the African organization fits into the US NGO's sphere of sector expertise;
- o A learning-by-doing approach to training and technical assistance as NCNW/ID walks its partner organizations through the steps of the international development process, (from applications to donors and logical frameworks) and project implementation (from financial management to project evaluation).

##### B. The Twinning Concept: Its Origin and How it Works

NCNW/ID came into being as a result of creating its first twinning relationship with the Federation of Senegalese Women's Associations (FAFS) in 1975. This initial relationship was between two organizations of the same type: umbrella organizations including a variety of women's groups from the two countries that shared the mission of helping less fortunate women in both rural and urban areas and promoting community education and development. In March 1990, NCNW/ID and FAFS will celebrate their tenth anniversary of the formal "twinning" relationship between the two groups. This relationship was followed by a similar one with the National Union of Togolese Women, also in 1980.

The twinning concept involves institutional development of both partner organizations with a mutual goal of empowering women. The partners' relationship builds on the intangible cultural heritage links between an African-American women's organization and an African women's organization. It is a long-term, rather than a short term, project-based relationship that can involve many types of activities.

Funds from A.I.D. help NCNW/ID to develop itself as an institution. In turn, NCNW/ID provides funds and institutional development assistance to an African women's organization. Continuing the links, the African partner institution, in turn, teaches its project beneficiaries the skills to help them implement the project autonomously and to develop mechanisms to sustain it once outside funding ends. To complete the cycle, NCNW/ID then takes its lessons back to African-American women to gain their support for further international development activities. NCNW founder Mary McLeod Bethune perhaps expressed it best: "Lifting as we climb . . . leaving none behind." Figure 3 illustrates this NCNW/ID development cycle.

In developing the twinning concept, NCNW proposed to use the experience of its forty years of service to African-American women to act as a sister to African women's institutions facing similar problems of developing themselves while developing their communities. Many of these African organizations have been moving, like many American women's organizations, from volunteer to professional management.

Through the twinning relationship, NCNW/ID provides technical assistance as the African organizations carry out specific development projects. The relationships also have a larger dimension of international exchange between women of similar interests. The twinning relationships were broadly conceived to increase contacts, communications and understanding between African and African-American women of varied educational and socio-economic levels. This also involves cultural exchanges that affect NCNW's membership as a whole. Hence, development projects were planned as only one type of joint action the twinned organizations would undertake.

In the development projects, NCNW/ID's provides "facilitation" assistance in planning and managerial training, as well as funding some professional positions within an organization to take it from volunteer to professional status. From this, the organization is expected to develop an operational staff capable of managing the organization and monitoring its development projects. Thus, from volunteer organizations in which women participated to the extent their time and enthusiasm allowed, the organization would become capable of long-range planning with permanent, professional staff.

What this means in reality is that NCNW/ID "twins" with another umbrella women's organization such as FAFS in Senegal. FAFS has been mainly run by volunteer women who are undertaking projects to assist women in Senegalese communities. NCNW/ID walks FAFS through the process of becoming a self-sustaining organization rather than teaching or giving them formal training courses. For example, after a collaborative needs assessment, FAFS collaborated on a proposal based on both its own needs for institutional development and the needs of the project it wished to implement. In a similar manner, NCNW/ID walked them through the steps of clarifying goals, finding funding, setting up financial systems, hiring both management and project staff and conducting evaluations. This process is helping FAFS become a fully functioning indigenous development organization on its own.

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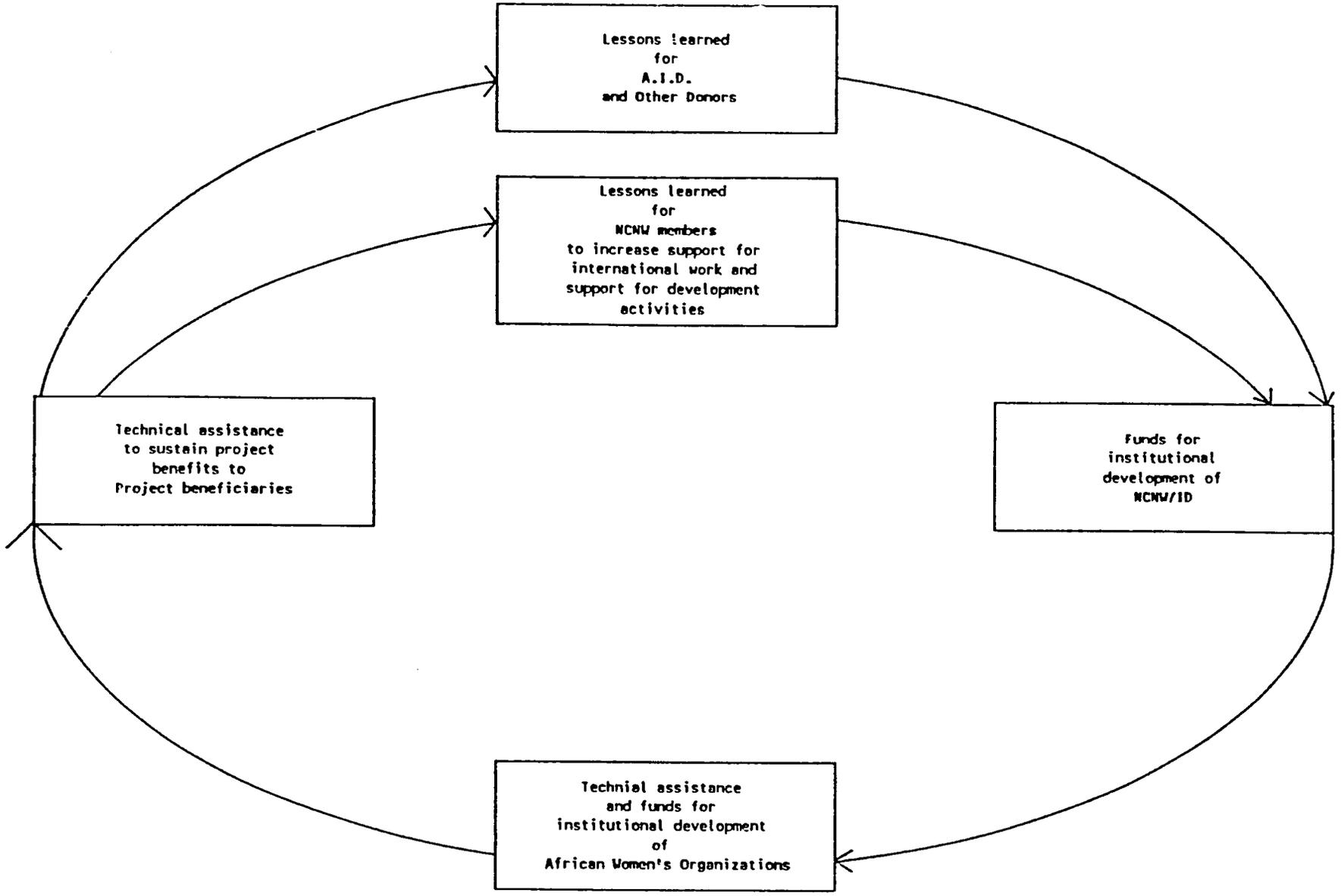


Figure 3 -- Operation of NCNW/ID Development Cycle

NCNW/ID puts this emphasis on intense planning with the partner organization at the beginning of the relationship and builds in corrections and evaluation through frequent monitoring by the field staff. Memoranda of Agreement are signed with each partner. In this document, obligations of the partner organization, such as monthly financial reports and quarterly project reports, are spelled out. However, the problem solving and evaluation along the way is a participatory process shared not only by the two organizations but often involving the beneficiaries of the project.

#### 1. Country Assessments

Before entering a country and selecting a twinning partner, NCNW/ID prepares a Country Assessment. These Assessments are intended to provide background information on the socio-cultural, economic and political environments as they impact on women's roles and status in a given country for the projects NCNW/ID undertakes in partnership with African organizations. It is also expected that they will provide detailed information on the organizational climate including a description of indigenous women's groups-- their foci, strengths/weaknesses, future potential, etc. Such assessments are designed to allow NCNW/ID to go into a country with sufficient information, both technical and political, to make a wise choice of a partner organization based on the potential of local organizations to develop and participate in activities of mutual interest to NCNW/ID. There is a detailed Outline for these Assessments that is to be used flexibly to suit the particular country's situation and the amount and appropriateness of available material. In addition, NCNW/ID has drawn up specifications for the Assessments related to length, writing style, citation of reference sources and use of tabular material. The Outline and the Specifications provide clear guidance for the Assessments that would make them potentially useful to a variety of audiences interested in development programs, particularly involving women, in Africa.

In carrying out this evaluation, Devres reviewed 12 Country Assessments prepared by NCNW/ID in 1987-88.<sup>1</sup> Collectively the 10 assessments provide an interesting tapestry of information and impressions about women and the law, the economy, education, employment, health and the role of women's organizations in these selected countries. The assessments have not, however, consistently followed the outline or the guidelines set for them. The array of information varies from assessment to assessment. In some assessments (eg Botswana and Senegal) the information is topical and anecdotal and may depend more on generalities about the status of women than on solid analysis of the particular facts that may have been available. In other assessments, (eg Lesotho and Zimbabwe), there is considerable detail about the specific situation of women presented in a well organized and useful manner. While the Kenya/Sudan assessment provides rich insights into the socio-economic and political situations in those two countries, particularly as they affect

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<sup>1</sup>Assessments reviewed included those for Kenya, Sudan, Mauritania, Senegal, Togo, Botswana, Guinea, Lesotho, Mozambique and Zimbabwe.

women, this country assessment would have been more generally useful as two separate assessments.

While recognizing that the assessments were undertaken under varying conditions (eg limited financial resources and time constraints) and that the countries themselves generally have inadequate and inaccurate data bases from which to draw information, it still appears that NCNW/ID either did not provide sufficient, common guidance to the researchers or did not exercise sufficient control over the assessment process to get more systematic and consistent final products. Two of the most critical elements of such assessments should be the conclusions and the recommendations for followup action, presumably by NCNW/ID. Unfortunately, only six of the ten assessments have a "conclusions" section. All are brief and of the six, only half are somewhat analytical in content. Just half of the assessments include "recommendations" for followup by NCNW/ID. Some of these recommendations go directly to the improvement of the social and economic status of women, especially in rural areas (eg inform, train and educate women in better production techniques, hygiene etc ). Other recommendations are unrealistic and well outside the role or capability of NCNW or any other donor agency (e.g. appoint women to conceptual and decision-making positions and allow them access to realms which are still forbidden to women). The Assessments do not provide an indepth analysis of the administrative capabilities, political persuasion, development focus etc. of the indigenous women's organizations in the countries surveyed. For the Assessments to be useful in the way that NCNW/ID intends, they must address these issues. While this is a specific topic in the Country Assessment Outline and should be of primary importance to NCNW/ID, none of the assessments have addressed this issue directly. Several of the assessments do describe some aspects of indigenous women's organizations but they provide no analysis of their current capability or potential to serve as a "partner" with groups such as NCNW/ID.

To be a valuable instrument for discerning partnerships, the Assessments must analyze the substantial potential for development in areas served by different indigenous women's organizations. This would include a serious constraints analysis and strategy considerations. For example, what is the strategy of various indigenous women's organizations? How does the strategy address the constraints identified? What constraints are too formidable for the women's organization do to anything about? How will these constraints inhibit the program of NCNW/ID or any local women's organization? At present, the assessments do not address this issue in a substantial manner. The country assessments must also address the linkage between building institutional capacity in women's organizations and the impact of those organizations on desired development objectives. While general development objectives are noted in several of the assessments and the activities of women's groups are described, there is no analysis of the current or potential institutional capability of particular indigenous women's groups in the ten countries as this relates to the achievement of particular development objectives for women. This should be a high priority concern for NCNW/ID.

In theory, the Country Assessments can contribute significantly to the long-term success of NCNW/ID's institutional development efforts. Used properly, they could prevent entanglement with inappropriate organizations that will not contribute to NCNW/ID's mission. It is considerably easier to move into agreements than to extract oneself from arrangements already made. This is a lesson NCNW/ID has learned in the past. In such cases, where NCNW/ID operated opportunely rather than with thorough planning, the failures make it difficult to enter agreements with new more appropriate organizations in those countries. For example, in one country beyond the purview of this evaluation team, it was learned that because of a controversial project some years ago, the name of NCNW/ID is now closely identified with one political faction and it must overcome significant mistrust among some women's groups if it attempts to operate there again. That original decision apparently developed out of personal relationships and opportunities rather than clear criteria for selecting partner organizations. No Country Assessment system was in place at that time.

In sum, the assessments do provide some interesting and useful information about the condition of women in the ten countries surveyed. They address many of the political, social, economic, legal and religious factors which not only affect women in the countries assessed but also affect NCNW/ID's ability to carry out development programs. As such they make a contribution. However, considerable work needs to be done on most of the assessments if they are to serve as the basis for decisions regarding twinning partners and program development for NCNW/ID.

## 2. Selecting a Twinning Partner

Once a Country Assessment is complete, NCNW/ID's procedure is to seek out existing and established organizations in Africa that meet the following criteria:

- o Proven record of providing services to women.
- o High potential of NCNW/ID providing effective financial and technical assistance.
- o Ability to impact the condition of women on a national basis, including national development policy formation.

NCNW/ID seeks to strengthen already healthy organizations. NCNW/ID's approach helps these organizations to become even stronger players. Furthermore, because NCNW/ID is building itself as an institution, this approach of helping organizations with proven potential makes sense at this stage of NCNW/ID's own development. As noted above, however, the Country Assessments have not to date provided the documentation that would support NCNW/ID's reasons for entering into a twinning agreement. Thus, either NCNW/ID's staff have additional information regarding indigenous women's organizations that was not included in their Assessments or they are making judgments on insufficient, non-objective grounds.

NCNW/ID is supposed to examine the legal status of a potential organization, its public image and relations with the existing government, how it fits in with current development trends in the country, and the approach to women's development, the stability and quality of the organization and existing projects. However, some NCNW/ID efforts in existing and future partner arrangements are hampered by decisions of the past. These decisions were governed by opportunism and personal relationships rather than by clear, well-conceived criteria.

The Botswana project, for example, was set up before the new management systems were in place. While the project does meet the most basic criteria of partner organizations, it was--in the opinion of the evaluation team--of questionable priority in NCNW/ID's overall program. The villages where the YWCA program was situated were well saturated with projects, having been the site of Peace Corps training for many years. Botswana, with only one million population, boasts approximately 200 Peace Corps volunteers, the largest contingent of any country in Africa. In addition, the economic status of the women members of the organization appeared much higher than women in many other parts of Africa. Poor or non-existent reporting and financial records during the tenure of previous NCNW/ID staff in Botswana made it difficult to assess the original premise of this project.

The strategies and detailed criteria for selecting twinning partners now being discussed among NCNW/ID program staff are well-thought-out. However, this thinking is still in developmental stages and has not yet been implemented.

Some other factors in selecting partners were brought up by NCNW/ID staff. These included the indigenous organization's understanding of ecological impact, legal equity of women as related to the project, real vs. paper power positions, local media infrastructure and its use by women; the role of elders, men, disabled and children in the indigenous organization's plans; support services for women participating in the projects (health care, child care, transport, etc.), and the receptiveness of the indigenous organization to participate in development education activities to further global women's development. This potential thoroughness in approach provides optimism for the future.

Although the Small Projects program of NCNW/ID (direct small grants from NCNW chapters) is not within the scope of this evaluation, it is worth a brief mention because it, too, provides NCNW/ID with a more solid foundation for making wise decisions on the selection of partners. It provides an opportunity for NCNW/ID to start small in a new country and to assess the environment and the indigenous organizations in a quiet, non-threatening way. In this manner, they can avoid errors in making initial commitments to an indigenous organization and later learning that, for various cultural or political reasons not initially apparent, the organization was not the most appropriate partner.

### 3. The Evolving Nature of Twinning Relationships

The initial twinning arrangements were with women's umbrella organizations. Once NCNW/ID itself was better established, the nature of the twinning relationships was modified to meet the realities encountered in different countries. Although most African countries have some kind of umbrella women's organization, it became clear that this was not necessarily the best institution with which to implement development activities. Umbrella organizations frequently do not provide the best technical assistance for projects. They may not be specialized enough to help in key areas important to women in the country.

#### C. NCNW/ID's Participatory Methodology

##### 1. The Strengths of the Participatory Approach

NCNW/ID's approach to technical assistance is based on a participatory model in which NCNW/ID helps African women's groups identify the need to strengthen their institutions and determine the needs of the beneficiaries of their development projects. NCNW/ID then helps provide the resources to meet these needs and, more importantly, helps the sister organization obtain the skills to acquire them on its own.

The twinning or partnership arrangement comes into being only at the request of the partner organizations. This ensures that NCNW/ID will create projects responsive to local needs and that the development process will be a participatory one in which the beneficiaries are also the decision makers.

Some of the participatory methodology is, admittedly, a matter of attitude. Many NGOs from donor nations respond to the needs of their partner organizations. The difference here seems to be that NCNW/ID sits down and says: What do you need to become a more professional development organization? How can we help as facilitators? How can we serve you, our clients?

The participatory process was especially evident to the evaluation team during field visits by NCNW/ID and FAFS staff to village sites in Senegal where FAFS operates multi-faceted projects. The responsibility for assessment and defining needs lay with the village women who transmitted this information to FAFS and NCNW/ID visiting staff. Documents and interviews with FAFS staff and beneficiaries confirmed that this participatory approach is apparently working well. The YWCA staff in Botswana also commented favorably on the contrast between this participatory methodology and their relationship with other donor organizations.

##### 2. Evaluation Problems with a Participatory Approach

The participatory approach presents some problems when evaluating a project according to traditional, "pre-set" evaluation markers. Because NCNW/ID's philosophy is to respond to the partner's expressed needs, there may be some areas in which the partner organization does not wish to work or want

assistance. It is a delicate balancing act of encouraging the partner organization to take the lead and then stepping in with suggestions of observed needs without usurping the indigenous organization's sense of autonomy or responsibility for their future.

This means that NCNW/ID will not always know exactly what projects or areas of management or technical assistance will be addressed. For example, NCNW/ID cannot walk in and suggest that a literacy project, rather than an agricultural project, be undertaken even though the need and the capacity to support such a project may be obvious to NCNW/ID. They must guide the partner agency through the skills of appropriate needs assessment, a much slower and more uncertain way of helping organizations to take the next steps. Even though their role may sometimes be ambiguous as to exact project outcomes as their partners explore these issues, NCNW/ID must be able to articulate to donors exactly what activities they are being asked to fund.

What NCNW/ID can do--and needs to do better--is present a panoply of skills and benchmarks of institutional development once the organization has taken the first step of defining their needs.

The participatory approach also creates complexities in financial accounting for these kinds of endeavors. For example, the USAID mission in Mozambique questioned how they could tell exactly which parts of the project operations USAID was supporting when NCNW/ID provided a percentage of the Mozambican NGO's operating needs rather than capital or concrete projects. The SARO office of NCNW/ID had clear records to supply the answers, but the new style of development behavior also requires some non-traditional understanding from USAID.

This calls again for NCNW/ID to define more clearly--and in a checklist of measurable items if necessary--exactly what they mean by institutional development. What are the major areas and what are the major skills needed for a fully functioning successful development organization? NCNW/ID must identify these in measurable terms so that an outside evaluator and NCNW/ID can clearly agree on what has been achieved, regardless of the development activities chosen by the partner organization.

#### D. The Application of the Twinning Concept in Different Countries

##### 1. Senegal

In Senegal, NCNW/ID has a ten-year relationship with FAFS, the umbrella women's organization which is involved in a variety of projects and receives funds from many international donors. For most of its history, FAFS has been run by volunteers with little or no experience or training in management or international development work. NCNW/ID is helping to change that picture. In a collaborative needs assessment, it was clear that FAFS needed more professional assistance. With NCNW/ID support, they have hired several project staff and are moving towards their first full-time staff member with development and management expertise.

NCNW/ID has provided institutional development assistance to FAFS as it undertakes an integrated reforestation and water supply project in Pembal, one of the more difficult areas of the country where few NGOs operate. The project involves training for women's groups and the general population of two villages in desertification control, small-scale farming techniques, market gardening, animal husbandry and poultry production, literacy and health education. This project is an example of NCNW/ID providing a narrower type of institutional development assistance rather than sectoral expertise. Other donor agencies, such as UNICEF, are providing more specific sector assistance.

As part of the periodic monitoring by FAFS, the evaluation team accompanied several FAFS volunteer staff to two village sites in Pembal. The FAFS project manager was unavailable for discussions due to illness, but the evaluation team was able to observe the evaluation process between FAFS, NCNW/ID and the villagers. Both FAFS and NCNW/ID representatives were asking evaluation questions of the villagers in a way that demonstrated that they were clearly engaged with and trusted by the project beneficiaries.

The participatory methodology of twinning has worked well in Senegal. A FAFS representative said that NCNW/ID was the first donor agency that worked from their (FAFS') needs rather than seeing how FAFS could fit into the donor focus. NCNW/ID has provided frequent technical assistance, especially in helping them to set up financial systems, develop project objectives, and hire qualified personnel.

NCNW/ID has played a major technical assistance role through one of its permanent staff in the Dakar office, who acts as coach and monitor of the project for NCNW/ID and the FAFS Dakar leadership. He works with FAFS staff on management and financial systems and spends considerable time in the field coaching the full-time FAFS project manager.

## 2. Mozambique

In Mozambique, the General Union of Cooperatives (GUC) represents the most narrow of relationships among the NCNW/ID twinning organizations. Whereas in Senegal NCNW/ID is assisting a previously volunteer women's organization to increase its development capabilities, in Mozambique the partner organization is a firmly institutionalized umbrella organization of cooperatives.

Another significant difference is that the GUC is not ostensibly focused on serving only women. However, because of local realities, its membership is 95 percent women and there is female leadership at all levels. Thus, while GUC is not a de jure women's organization, it is a de facto organization in which women are both the primary leaders and beneficiaries.

NCNW/ID has supported management training programs for the agricultural cooperatives and the rehabilitation of a residential training center. Courses include management and leadership training, simple bookkeeping, agriculture and animal husbandry and irrigation techniques. While the GUC had received

considerable support for its project implementation, no outside donor had previously been willing to support training programs for the leadership of cooperatives throughout Mozambique. This training has involved cooperative members at all levels, ranging from long-term residential training in Maputo to short-term training for members of nearby cooperatives.

Training for trainers is a significant part of the NCNW/ID effort. Mozambique trainers are paired with expatriate trainers until they gain skill and confidence, when they conduct ensuing programs on their own. The evaluation team was able to observe one training session conducted by a Mozambique trainer. It was well carried out.

In reviewing this twinning arrangement, the evaluation team had difficulty determining the level of institutional development support that NCNW/ID provides because the women leaders of GUC were out of the country. NCNW/ID staff make at least quarterly visits to Mozambique to provide technical advice. It seemed clear that the project itself was well grounded and operating successfully and that NCNW/ID funds supported much-appreciated training courses and rehabilitation of the buildings. How much progress the GUC had made towards self-sufficiency through NCNW/ID's efforts, however, was uncertain.

### 3. Botswana

In Botswana, NCNW/ID is working with the YWCA, which is generally agreed to be the most effective women's organization within the small country. USAID verified this view, noting that few indigenous PVOs exist in the country. The YWCA is a firmly established institution with a paid staff, a child care center, teen pregnancy project and numerous vocational courses for young women.

NCNW/ID, through the two staff trainers from the Zimbabwe Regional Office, has provided the YWCA staff with technical assistance and helped them apply for additional grants. The project activities include one-on-one, on-the-job training of YWCA staff members in project design and implementation, management, including financial management.

More specifically, NCNW/ID provides institutional development support to the YWCA as it carries out the Institutional Development and Small-Scale Farming Project for a YWCA branch in Molepolole, a short distance from Gaborone. The goals include training local YWCA members, women farmers, school leavers and heads of household in agricultural production, nutrition and food preparation skills, basic accounting, and early childhood education. The project addresses needs especially for heads of households with no income generating skills.

As the twinning concept is applied to the YWCA, the level of technical assistance has been less than in Senegal where the partner organization is located in close proximity to the Regional Office. Furthermore, the project

itself has been less than fully successful in part due to an apparently poor needs assessment and planning process.

The selection of Botswana, the YMCA and the Molepolole project in particular was unfortunate. The relative needs of the women in the project area, the saturation of the area with Peace Corps volunteers, and the very traditional approach of the YWCA in Botswana to empowerment of women (sewing and typing classes, for instance) are not commensurate with NCNW/ID's own project selection criteria.

The Botswana project was initiated before new management systems were put into place by NCNW/ID and prior to development of clear criteria for partner organizations and Country Assessments. Regional NCNW/ID staff indicated that there were questions about long-term continuation of this project or relationship.

Management and financial skills were clearly needed by the leadership of the YWCA and the staff spoke strongly about the qualitative difference in their relationship with NCNW/ID compared with other donors. Again, it appears that the participatory methodology had had an effect with these YWCA staff. However, if NCNW/ID continues the relationship, there is a need for defining in more concrete ways what is meant by institutional development. More than in Senegal, the evaluation team observed that this appeared to be a situation where the leadership was not fully aware of the scope of management skills which might be needed.

#### 4. Zimbabwe

In Zimbabwe, NCNW/ID is planning to twin with the Federation of African Media Women of Zimbabwe when the country protocol is signed. This organization, which involves education for rural women via radio listeners' clubs, has actively sought NCNW/ID's assistance in strengthening their management capacity. In the interim, SARO is already providing some guidance to them.

#### E. The Differences Between Twinning and Partnership Arrangements

The obvious question when examining the twinning concept is this: What makes it different from the partnership arrangements that are becoming more and more common between NGO's in donor countries and NGO's in recipient countries? Three qualities distinguish twinning relationships as follows:

- o The twinning relationship is theoretically a long-term partnership that is not solely dependent on specific projects, as are most current partnership arrangements. The twinning concept means an open relationship that could involve many activities beyond technical assistance. The relationship emphasizes similarities and commonalities not just a temporary partnership to get a specific job completed.

- o While twinning could apply to any two groups, there is strong appeal to the idea of the women of the largest African-American women's organization linking with the women of their counterpart African organizations.
- o The twinning methodology is a very participatory one in which the NGO from the donor country first helps its sister organization to define their needs for institutional development and then determines where and how it can best assist with funding and technical assistance.

There are several advantages of the longer term twinning arrangement. First, it is more flexible than a short-term project-specific arrangement and better able to respond to the local needs and to environmental changes. Second, it can also mean a greater commitment to working through problems in the partnership, a broader perspective on the evolution of an institution and, for NCNW, increased learning about long-term institutional development. Third, the twinning of a major African-American women's organization with African women's organizations can be an attractive message for US donor organizations and the US public. It can create a strong public image for NCNW.

However, there are some disadvantages as well; some of which are particular to NCNW/ID. For example, with a long-term relationship, the donor NGO must find consistent funding beyond the individual projects. Operational funds are more difficult to raise. Also, the twinning relationships can be an open-ended, special relationship between organizations; or, they can mean very little. Without clearly articulated goals, the relationship could result in only good feelings and increased understanding between the two organizations, but little progress towards autonomy for the indigenous NGO. Finally, twinning's participatory methodology benefits the recipient NGO but it is a much more difficult concept to promote among donor organizations without fixed targets and projects.

In sum, the NCNW/ID's "twinning" approach is suited to helping selected African women's organizations that have requested NCNW/ID assistance to play a central role in defining and planning their own strategies for institutional development and projects; i.e., NCNW/ID's model enhances indigenous institutional capacity and helps make them "grant worthy." Twinning is not an operationally unique methodology. It is distinguished by two qualitative characteristics--a long-term commitment and the potential to build an affinity with sister organizations in Africa. However, the first distinguishing characteristic--a long term commitment, is one which NCNW/ID may not be able to fulfill financially. Without the long term commitment, the second will be considerably weakened. Unless NCNW/ID can show important improvement in fund-raising and financial management performance, these relationships, currently being developed and funded by A.I.D. and other donors, will be undermined. NCNW/ID has had difficulty defining what it is doing in an articulate way. It needs to define its work and progress in ways that are understandable to NCNW members and that meet the needs of donors.

## F. Development Education

An extensive program of "development education" directed at Americans is the other unique and special feature of the NCNW/ID's approach to development in Africa. In January 1988 NCNW/ID launched a three-pronged program to educate and mobilize a million African-Americans in support of Africa and the development challenges facing it. A major tactic used was an effort to help African-Americans draw parallels between their own lives and problems and those of African populations in order to more easily bring development issues into popular awareness. To create local and national dialogue on these issues, NCNW/ID developed a nationally targeted community-based approach using: 1) a series of leadership development institutes hosted by NCNW sections in different parts of the country; 2) African Diaspora pavilions at NCNW Black Family Reunion Celebrations; and 3) NCNW/ID's new journal Sisters. These three efforts have been designed to stimulate both membership and larger community awareness of, and participation in, African development issues. Particularly targeted, of course, have been NCNW's members and affiliates.

Starting in 1985, a Development Education Advocate Training Institute has been conducted prior to each biannual NCNW national convention to train designated members of NCNW sections about international issues. These Development Education Advocates have been furnished with handbooks created by NCNW/ID about development issues, and have been expected to share the knowledge gained at the institutes with members of their sections. Development newsletters were sent by NCNW/ID to DEA's for them to use as a basis for sharing knowledge with their section members. Some DEAs have, in addition to developing a variety of development activities within their sections, begun to hold annual community based African Development Seminars for both educational and fund raising purposes. Such events feature speakers, discussions, craft exhibits, African clothing sales, African and African-American food prepared by members, etc.

Beginning in 1988 these development education efforts were both expanded and greatly enhanced with the aid of grants from the Ford Foundation and USA for Africa. As an aside, it might be noted that both Ford and USA for Africa commented on the impressive quality of the proposals submitted. NCNW and NCNW/ID staff conducted leadership training institutes in six major U.S. cities in 1988, thus both reinforcing the activities of the DEA's, and taking their own extensive experience and knowledge directly to both section members and to the larger community. Speakers included key NCNW/ID staff, other development professionals, and Africans who shared personal experiences.

From participant feedback from the leadership institutes, NCNW/ID staff became aware of the very different levels of knowledge of Africa on the parts of their members, and of the necessity to present information in a broader variety of ways in the future. They became aware also that many NCNW members were unaware of the range of NCNW/ID activities in Africa. They also learned that some members financially supported the African development activities of other institutions, and wished to know more about and support those of the organization to which they belonged. They found too that members responded

much better to information on specific development projects than to more general information about development issues.

NCNW/ID staff also became aware of the impact on African-American audiences of having Africans talk about Africa firsthand, and realized that Africans residing in or visiting the U.S. should be more regularly included in such educational events.

As part of the attempt to promote African development awareness in a greater variety of ways to a broad cross-section of the public, in 1988 "African Diaspora" pavilions were integrated into NCNW annual Black Family Reunion Celebrations (BFRCs) in Atlanta, Philadelphia, Los Angeles, and Washington, D.C. The pavilions featured speakers, exhibits, and cultural presentations to educate the public both about Africa in general and about NCNW/ID's development activities in particular. The BFRCs, termed "the largest single gathering in Black America in 1988," drew approximately one million participants. A high point in the Atlanta event was international advisory board member Her Excellency, the former Ugandan ambassador to the United States, Princess Elizabeth Bagaaya Nyabongo, who spoke on the wealth and development potential of Africa.

Sisters magazine was created in 1988 as a part of the "Development Education: People Reaching People" project in order to better create international awareness among NCNW members and through them to the wider African-American community in a much more effective and direct way than had been possible through the DEA newsletters. It was designed to be a communications medium for African-American women, African women, and women of African descent internationally. The goal of Sisters is to integrate in a colorful and captivating format information about international topics with other issues of interest to African-American women, including those who might not have easy access to information about Africa. Five issues of the quarterly have been sent in 1988 and 1989 to 300,000 people for an estimated total readership of 900,000. The director is seeking to have its circulation expanded beyond the NCNW membership.

The most recent issue of Sisters included an article entitled "Grassroots Development: A Bridge for Development" concerning NCNW/ID's special approach to African development based on the concept of twinning with African sister organizations to help them on the road to institutional development and hence greater independence.

The goal of the "Development Education: People Reaching People" tripartite approach is to educate a sufficient segment of the American, especially African-American, public about the relationships between Africa and the U.S., as well as about Africa's development challenges, to stimulate both individual and collective action. The other, more specific, goal is to create a trained network of NCNW members who understand African development issues and can organize community level support on behalf of Africa.

NCNW/ID will, on the basis of what has been learned about the need to

both diversify its styles of communications to better reach its entire constituency and seek to engage members in specific development activities, expand its direct mail campaign, developing specially targeted print material, as well as producing a video documentary about its development activities, and seeking greater national media recognition. One goal of creating this enlarged community of informed members and other people is also to generate financial support for NCNW/ID activities to contribute to the ultimate goal of NCNW/ID's self-sustainability.

According to the Cooperative Agreement, the first year of the NCNW/ID development education program was to be dedicated to promoting Africa awareness among the NCNW constituency, followed by establishing local commitments to projects, then building media awareness of NCNW/ID activities, leading to increased funding support in the fourth year. NCNW/ID has made major progress in implementing development education, which now needs to be better translated into direct financial support from membership.

#### G. Recommendations

- o NCNW/ID should develop a clearer definition and more detailed benchmarks for institutional development that its partner organizations as well as its donors, can clearly understand and measure. It should also learn how to articulate a clearer public definition of twinning, its major characteristics, and how this approach differs from traditional partnerships;
- o NCNW/ID should develop systems and tools that help partner organizations understand exactly what is involved in institutional development and the full range of skills and systems that characterize a well-functioning development organization. One part of this task should be the development of an assessment tool which partner organizations could use to define their needs for management systems and staff skills;
- o NCNW/ID should exercise more oversight and discipline in the preparation of Country Assessments, particularly regarding descriptive and analytical information on their potential "twinning" organizations so that the Assessments become more useful documents for identifying appropriate organizations and developing the twinning relationship.

ANNEX 1

Scope of Work

14-17

Attachment :

SCOPE OF WORK  
INTERIM EVALUATION OF THE COOPERATIVE AGREEMENT  
BETWEEN USAID/AFR AND NCNW/ID  
(698-0461)

BACKGROUND

National Council of Negro Women (NCNW) is a non-profit voluntary organization dedicated to the improvement of the social and economic status of low-income women. The International Division of NCNW (NCNW/ID) was created in 1975 to link up with community-based women organizations with similar objectives in the Third World countries, primarily in Africa. Since its creation, NCNW/ID has received several grants from A.I.D. to plan, develop, and implement international projects. The present project (698-0461) was authorized on February 4, 1986. The project completion date is September 30, 1990.

At the time when the present Cooperative Agreement was negotiated, A.I.D. expressed concern as to the viability and sustainability of NCNW/ID as a voluntary organization, both financially and managerially, for carrying out development activities. In the Cooperative Agreement, several conditions precedent to the disbursement of USAID's share of project funds of \$1.5 million dollars were enumerated:

- (1) With objective of encouraging NCNW/ID toward self-reliance and sustainability, USAID would disburse project funds in diminishing increments from \$505,345 for the first year to \$205,950 for the fourth year while NCNW/ID would raise matching core funds from non-USG sources at increasing levels from \$186,604 to \$585,230 for the corresponding years.
- (2) NCNW/ID would "build a core staff of international development specialists with expertise in design, implementation, monitoring, backstopping, and evaluation of development assistance projects in Africa in which women are the primary partners and beneficiaries."
- (3) During the period of organizational strengthening, NCNW/ID would work "to create a national and international image and reputation as an experienced and effective development organization."

TITLE - TITLE

Project: National Council of Negro Women, International Division (NCNW/ID)

Number: 698-0461

## TITLE II - OBJECTIVE

The Contractor shall establish a team composed of three members to conduct an evaluation of activities carried out by NCNW/ID to determine whether and to what extent these activities are contributing to the achievement of the overall purpose of the Cooperative Agreement as follows: "to strengthen, develop, and expand NCNW/ID's capabilities in designing, implementing, and evaluating development assistance projects targeted to women's organizations in African countries by: (1) expanding the funding base and resources; (2) reorganizing NCNW/ID; (3) reactivating the Advisory Board; and (4) providing technical assistance to selected organizations in Africa."

More specifically, the evaluation will address the following:

- (1) Assess whether the conditions precedent identified at the outset of the Cooperative Agreement with NCNW/ID have been met;
- (2) Review progress to date in securing commitments from non-USG funding sources;
- (3) Assess whether there are persistent problems affecting project implementation and progress toward the outputs, purpose, and goal of the Cooperative Agreement;
- (4) Assess the relevance of project objectives to the host country's and A.I.D.'s development program or strategy, and specifically review the "twinning" concept: whether it is the most efficient mechanism that NCNW/ID could utilize for establishing collaborative relationships, delivering technical assistance, and helping in institution building for women's groups in African countries;
- (5) Document factors accounting for successes or failures and make specific recommendations as needed.

## ARTICLE III - STATEMENT OF WORK

The Contractor shall conduct an evaluation which addresses the following areas:

### a. Progress toward financial self-sufficiency:

- (1) What new projects and new sources of support and at what levels has NCNW/ID obtained since the beginning of the present Cooperative Agreement, as specified on page 2 of the project authorization document?
- (2) How systematized are the fundraising mechanisms employed by NCNW/ID? Is it efficient? for sustainability? What techniques are most effective? Which should they be emphasizing and which downplaying?

- (3) How have information dissemination and outreach been strengthened?

b. NCNW/ID reorganization:

- (1) Has NCNW made appropriate efforts to expand its International Division, both through narrowing its focus of development assistance activities and attracting experienced professionals?
- (2) Are the capabilities of professional staff adequate and appropriate--in terms of skills, level of experience, and number of personnel--for all technical assistance activities, planned and projected, in the time frame as stipulated under the terms of the Cooperative Agreement?
- (3) Has NCNW/ID taken appropriate steps to assure staff retention and continuance, such as opportunities for professional development, and competitive compensation and good benefits?
- (4) What actions has NCNW/ID taken to systematize/institutionalize its operations? e.g., manuals, procedures, guidelines, etc.?
- (5) Is NCNW/ID now able to compete for development assistance projects?
- (6) How effectively has the skills bank been established and used to provide needed expertise?

c. Technical Assistance:

- (1) Do the assessment reports contribute significantly to the achievement of the purpose of NCNW/ID: "to improve the social and economic status of women in Africa and particularly those in rural areas? If so, how should these assessment reports be utilized by NCNW/ID? by U.S.A.I.D.? by U.S.A.I.D.'s other contractors, especially those promoting women in development (WID)? If not, what improvement(s) need to be made in these assessment reports on women's groups in Africa?
- (2a) How useful is the twinning concept by which NCNW/ID works in partnership with indigenous women's organizations, public or private, as a methodology for development assistance to develop organizational leadership, improve administrative capacity, heighten research and evaluation skills, and lead to development projects that are more responsive to the needs of local women and their communities?
- (2b) How successfully has NCNW/ID implemented its twinning concept?
- (2c) What are the advantages and disadvantages of the twinning methodology? Any alternatives to this methodology?

(3a) To what extent and with what result has NCNW/ID utilized "twinning" methodology in implementing the following projects?

- Training for Productivity: Small-Scale Farming in Botswana.
- Integrated Rural Development Project for the Pambal Area of Senegal.
- Management Training Center for Agricultural Cooperatives in Mozambique.

(3b) What lessons from these projects should be applied to the next projects?

(3c) Should the twinning concept be expanded beyond current sectors? with what guidance/caveats?

#### ARTICLE IV - EVALUATION METHODS AND PROCEDURES AND REPORT

The Contractor shall prepare a report covering all areas listed in Article III above, utilizing the following evaluation methods and procedures:

- (1) Review of documents (files at AFR/TR/PRO and at NCNW/ID, such as project papers, cooperative agreement, assessment and project reports, fundraising materials, letter of commitment from non-U.S. governmental sources, bookkeeping, etc.)
- (2) Interviews with former and present A.I.D. project managers, NCNW president, and NCNW/ID staff.
- (3) On-site visits to three African countries: Senegal, Mozambique, and Botswana, where NCNW/ID has carried out development assistance projects as indicated in C.c.(3a).

#### ARTICLE V - RELATIONSHIPS AND RESPONSIBILITIES

For this evaluation, a three-member team is proposed: (1) a rural development specialist or agricultural economist; (2) an institution/management specialist with development project experience; (3) a fundraising specialist or accountant with experience in budget matters.

The rural development specialist/agricultural economist will serve as team leader; a black American female is preferred. Qualifications include the following: graduate degree in the specialized field, at least three years experience in African countries, demonstrated experience and ability in analytic report writing, and fluency in French.

The institutional development/management specialist will assess the progress on NCNW/ID's reorganization and the transferability of managerial skills to women's organizations in African countries through implementation

of small scale development projects. Qualifications include advanced training in organizational theories and managerial experience, reading and some speaking proficiency in French, Spanish, or Portuguese.

Fundraising specialist/accountant has the responsibility to review NCNW/ID's fundraising practices and bookkeeping procedures and make recommendations as appropriate.

The AID Project Officer shall make necessary arrangements for the contractor personnel to meet the NCNW/ID staff to work out details for this evaluation. The AID Project Officer will also serve as official liaison person for facilitating the required procedures needed to complete the evaluation activities.

#### ARTICLE VI - PERFORMANCE PERIOD

The Contractor will complete the evaluation report in final draft within 7 weeks after the sign of the IQC contract. The draft evaluation report will be reviewed by the relevant USAID personnel stationed in Washington officers as well as in selected missions where NCNW/ID carried out project activities. The AID Project Officer will recommend changes and modifications based on comments received. The Contractor will complete the final evaluation report no later than the last week of May, 1989.

#### ARTICLE VII - WORK DAYS ORDERED

<u>Position</u>	<u>Work Days</u>
Rural Development Specialist/Agricultural Economist (Team Leader)	35
Institutional Development/Management Specialist	30
Fundraising Specialist/Accountant	10

ANNEX 2

NCNW Program Development Status Sheet

**PROGRAM DEVELOPMENT STATUS SHEET (contd)**

COUNTRY	PROJECT	PROSPECTIVE DONORS	DONOR PROPONENT	PROPOSAL PROPONENT	FIELD DATE	HEAD/Q. DATE	STATUS
Guinea	Micro-Enterprise Development	1 Int'l Found 2 USAID/Guinea 3 World B/Conakry 4 IFAD 5 VITA/PACT		DB, SN, IC		7/03/89	proposal under revision by HQ
	Small Project(s) *SEE DA	1 NED/CIPE		SN, IC		9/30/89	(check w/SN)
Senegal	Integrated Rural Development	1 IFAD 2 Citibank 3 Int'l Foundation		DB VH		1 2 8/28/9 3	1 2 (chk bd date) 3 pending
	FAFS Visit (Convention)	1 USIA	GC				
	Fatick Integrated Development			SN			to be developed by December 89
	Dakar Urban Microenterpr						to be developed by December 89
	Takku Liggey	1 USAFA		SN, IC	1 6/89		1 submitted
	Devsol Cereal Bank			SN	9/89		HQ needs to review
	Togo	Village Millet Grinders UNFT	1 NCNW Sections		SN, IC	1-3/90	

5 x

PROJECT DEVELOPMENT STATUS SHEET (CONT'D)

COUNTRY	PROJECT	PROSPECTIVE DONORS	DONOR PROPONENT	PROPOSAL PROPONENT	FIELD DATE	HEAD/Q. DATE	STATUS
Swaziland	Organization Development Swazi Women	1 MATCH 2 Global 2000 3 Kellogg 4 Canadian		BKT		4/31/89 5/19/89	(check w/BKT)
Lesotho	Institutional Development & Vocational Training	1 NED		BKT	5/15/89		(check w/BKT)
USA	SISTERS	1 Global Fund 4 Wo	VH	GC, VH, DJ			1 denied request
	Institutional Development	1 Carnegie 2 USAID 3 Cleveland Dodge 4 Citibank	LIT GC VH VH	GC, LIT, VH		5/26/89 6/09/89 6/30/89 6/30/89	1 pending 2 pending 3 10/12 bd mtg 4 requested Servg
	Development Education	1 USIA 2 Arca Foundation 3 W. Alton Jones 4 Philip L. Graham	VH VH VH VH	GC, VH, DJ		1 2 2/15/89 3 9/29/89 4 10/1/89	being developed
	Making the Link	1 Biden-Pell AID	VH, DJ	GC, VH, DJ		1 1/15/89	being developed
	Facilitating Economic and Political			LIT, GC			assessing idea

P

Prospective Donors and Other Ideas:

1990 USAID Matching Grant  
(Congressional Black Caucus Ideas)  
World Bank  
Experience America (Paul White)  
IEM (See Pat Gibson)  
IEM Europe  
Experiment in International Living (See Anne Githuku)  
Mickey Leland Internship  
Food for All (awaiting info)  
The Resource Foundation (awaiting info)  
Nat'l Black United Fund(9/15 &11/15)/United Black Fund (C. Rolark)  
USIA - Voice America

2 x

ANNEX 3

Recently Submitted Proposals

Proposals Submitted

<u>Proposal</u>	<u>Amount</u>	<u>Funder</u>	<u>Status(1)</u>
Institutional Development	6.5 mil	Carnegie	OS
Institutional Development	6.5 mil	U.S.A.I.D.	OS
GUC Management Training	200,000	USAFA	F
GUC Management Training	--	IBM Europe	OS
GUC Management Training	150,000	U.S.A.I.D.	F
Angola	287,765	U.S.A.I.D.	F
FAMWZ	127,000	NED	OS
Egypt	38,000	U.S.A.I.D.	F
Egypt (Full proposal)	4,853,546	U.S.A.I.D.	OS
Micro Enterprise	25,000	NED	NF
Integrated Rural Development	180,000	Citibank	OS

(1) Key for Status of Proposals

OS - Outstanding  
F - Funded  
NF - Not Funded

ANNEX 4

Calculations of Restricted Funds on Hand

Calculation of Restricted Funds on Hand

Restricted Fund	Balance Deferred Revenue	Grant Receivable	Balance
A.I.D.	306,475	121,564	184,911
William Penn	-0-	-0-	-0-
USAFA/Senegal	-0-	-0-	-0-
USAF/Mozambique	119,639	77,500	42,139
USAF-Dev Ed.	2,743	-0-	2,743
PEW	-0-	39,888	( 39,888)
IFESH	106,235	44,288	<u>61,947</u>
Restricted Funds			\$251,852
Cash on Hand			181,456
Field Advances			( 37,080)
Travel Advances			<u>8,709</u>
Total Restricted Fund Liquid Assets			\$153,085
Difference			\$ 98,767

Calculation of Deferred Revenue Balance  
As of June 30, 1989

<u>Restricted Fund</u>	<u>Beginning Balance</u>	<u>FY 1989 Expenses</u>	<u>Ending Balance</u>
A.I.D	735,179	428,704	306,475
William Penn	5,620	5,620	-0-
NED Development Ed	26	-0-	26
Interaction	1,301	-0-	1,301
USAF/Senegal	197,109	197,109	-0-
USAF/Mozambique	143,810	24,171	119,639
USAF-Dev Ed.	8,775	6,032	2,743
PEW	150,000	150,000	-0-
IFESH	106,235	-0-	106,235

ANNEX 5

Projected Core Income and Expense

NONW/ID  
 Projected Core Income and Expense  
 July 1, 1989 - December 31, 1990

	FY 1989 1 QTR	FY 1990 4 QTR	FY 1991 1 QTR	Total
=====				
Confirmed Revenues (1):				
USA for Africa/Mozambique	2,210	8,839	2,210	13,259
USAID/Mozambique Project	2,939	11,757	2,939	17,635
USAID/Botswana Project	2,124	8,499		10,623
USAID/Core	28,864	115,459		144,323
IFESH	5,312	21,248		26,560
USAID/Egypt (2)	12,733	12,734		25,467
Office of Foreign Disaster Relief		43,481		43,481
	<u>54,182</u>	<u>222,017</u>	<u>5,149</u>	<u>281,348</u>
Proposals Pending (3)				
USAID/Egypt		137,353	68,676	206,029
Zimbabwe		29,250		29,250
Citicorp (Senegal)		45,000		45,000
Institutional Development		251,157	83,719	334,876
	<u>0</u>	<u>462,760</u>	<u>152,395</u>	<u>615,155</u>
Proposed Projects				
Guinea Micro-Enterprise		67,059	21,029	108,088
	<u>0</u>	<u>67,059</u>	<u>21,029</u>	<u>108,088</u>
Total	54,182	771,836	178,573	1,004,591
Projected Expenses	208,245	832,985	208,245	1,249,475
Projected Shortfall Raised Funds (154,063)	(154,063)	(610,968)	(203,096)	(968,127)
Projected Shortfall All Projects (154,063)	(154,063)	(61,149)	(29,672)	(244,884)

(1) Based on budgets listing technical assistance to be provided. Where such breakouts are not available, 25% of the budget is assumed to go technical assistance

(2) Excludes travel costs which are assumed to be variable costs of the project.

(C) Assumed start dates for Pending Projects

USAID/Egypt	03/01/90
Zimbabwe	01/01/90
Citicorp (Senegal)	11/01/89
Institutional Development	01/01/90
Guinea Project	04/01/90

ANNEX 6

Budget Worksheets for FY 1989

# Budget Worksheets for FY '89

09/27/88  
09:06:21

NCHM-ID  
FY 89  
PROGRAM  
BUDGET

PROGRAM BUDGET FISCAL YR 1989 PER GRANT

DESCRIPTION	A/C #	ANNUAL AMOUNT	WM. PENN 303	AID 310	SENEGAL 310-01	MOZAMBE 310-02	BOTSWANA 310-03	310-04	USA-AFR	USA-AFR	USA			TOTAL	NON- CONTRIBUTION	
									SENGL 312	MOZ 314	FORD 315	FEW 316	DEV-ED 317			ADMIN 309
<b>NCHM-ID TOTAL BUDGET:</b>																
SALARIES	5000	245,200	0	100,600	g 42,820	0	0	0	12,407	18,100	0	5,871	13,020	0	173,518	(51,352)
FRINGE BENEFITS	5010	48,578	0	28,168	0	0	0	0	3,350	7,947	0	1,855	3,646	0	44,566	(22,712)
CONSULTANT	5020	0	0	14,755	0	0	0	0	11,911	0	0	5,577	0	0	32,262	33,262
IND CONTRACTOR	5021	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TRAVEL	5030	37,330	0	6,819	0	0	0	0	4,923	0	0	2,727	0	0	14,459	(22,729)
SPACE	5040	7,115	0	0	0	0	0	0	0	0	0	0	0	0	0	(7,115)
SUPPLIES	5050	5,274	0	7,785	0	0	0	0	176	0	0	264	0	0	3,525	3,251
TELEPHONE	5060	5,804	0	0	0	0	0	0	753	571	0	528	0	0	2,052	(7,252)
PRINT/REFR	5070	648	0	0	0	0	0	0	0	0	0	0	467	0	467	(241)
POSTAGE	5080	4,740	0	0	0	0	0	0	0	0	0	0	0	0	0	(4,740)
OTHER DIRECT	5170	0	0	40,000	0	0	0	0	0	10,107	0	0	0	0	50,107	50,107
LOCAL TRAVEL	5171	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLICATIONS	5172	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DELIVERY	5173	3,595	0	0	0	0	0	0	0	2,000	0	0	0	0	2,000	(1,476)
TEMPORARY HELP	5175	0	0	5,000	0	0	0	0	0	0	0	0	0	0	5,000	5,000
EDUC FURCH	5105	3,144	0	6,000	0	0	0	0	0	0	0	0	0	0	5,000	2,856
CONTR EXT PRGMS	5150	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AUDIT	5450	0	0	15,000	0	0	0	0	0	0	0	0	0	0	15,000	15,000
OTH REIMB NCHM	5455	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BANK CHARGES	5750	720	0	500	0	0	0	0	0	0	0	0	0	0	0	0
MISCELLANEOUS		0	0	0	0	0	0	0	0	0	0	0	0	0	0	(120)
OVERHEAD		129,471	2,937	75,281	0	0	0	0	8,246	8,256	0	4,567	21	0	97,307	(20,163)
<b>SUB-TOTAL :</b>		<b>530,950</b>	<b>2,937</b>	<b>295,997</b>	<b>42,820</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,266</b>	<b>46,981</b>	<b>0</b>	<b>23,409</b>	<b>17,094</b>	<b>0</b>	<b>475,505</b>	<b>(40,445)</b>
FIELD OFFICE-WAFO		116,798	0	0	d 25,573	0	0	0	2,938	0	0	1,627	0	0	30,138	(115,660)
FIELD OFFICE-SARO		155,237	5,709	0	0	17,245	0	0	0	17,684	0	0	0	0	44,839	(110,400)
DIRECT PROJECT COST		318,170	0	0	d 91,760	87,833	d 13,921	0	38,127	72,000	0	21,118	0	0	324,751	5,591
DPC CRRY FWD FY					0	d 44,922									44,922	44,922
<b>NCHM-ID FY89 TOTAL :</b>		<b>1,157,155</b>	<b>12,845</b>	<b>299,999</b>	<b>160,153</b>	<b>150,000</b>	<b>13,921</b>	<b>0</b>	<b>83,333</b>	<b>136,665</b>	<b>0</b>	<b>46,156</b>	<b>17,094</b>	<b>0</b>	<b>920,164</b>	<b>(215,391)</b>

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NCMW-ID  
FY 87  
PROGRAM  
BUDGET

PROGRAM BUDGET FISCAL YR 1989 PER GRANT

From EACH  
GRANT

DESCRIPTION	A/C #	ANNUAL AMOUNT	WM PENN 308	AID 310	SENEGAL 310-01	MOZAMBQUE 310-02	BOTSWANA 310-03	310-04	USA-AFR	USA-AFR	USA			TOTAL	NCMW CONTRI BUTION	
									SENGL 312	MOZ 314	FORD 315	PEW 316	DEV-ED 317			ADMIN 309
DIRECT PROJECT COST :																
SALARIES	5000	0				18,000								18,000	18,000	
FRINGE BENEFITS	5010													0	0	
CONSULTANT	5020													0	0	
IND CONTRACTOR	5021	1,851							1,191			660		1,851	(0)	
TRAVEL	5030													0	0	
SPACE	5040													0	0	
SUPPLIES	5050	152,238							16,778	72,000		7,272		98,071	(54,167)	
TELEPHONE	5050													0	0	
PRINT/REFRO	5070													0	0	
POSTAGE	5030													0	0	
OTHER DIRECT	5170	71,760			91,760	0	13,921							135,681	13,721	
LOCAL TRAVEL	5171	0				6,000								6,000	6,000	
PUBLICATIONS	5172													0	0	
DELIVERY	5173													0	0	
TEMPORARY HELP	5173													0	0	
EQUIP PURCH	5195	31,326				53,833			20,160			11,166		85,159	53,833	
CONTR EXT PRGMS	5150	0				10,000								10,000	10,000	
AUDIT	5450													0	0	
OTH REIMB NCMW	5455													0	0	
BANK CHARGES	5750													0	0	
MISCELLANEOUS		40,995		0	0	0	0	0						0	0	
OVERHEAD			0	0	0	0	0	0	0	0	0	0		0	(40,995)	
-----																
SUB-TOTAL :		318,170	0	0	91,760	87,833	13,921	0	38,129	72,000	0	21,118	0	0	324,761	5,571
FIELD OFFICE-WARD															0	0
FIELD OFFICE-SARO															0	0
-----																
DIRECT PROJECT TOTAL :		318,170	0	0	91,760	87,833	13,921	0	38,129	72,000	0	21,118	0	0	324,761	6,571

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NCNW-ID  
FY 89  
PROGRAM  
BUDGET

PROGRAM BUDGET FISCAL YR 1989 FER GRANT

*SARO BUDGET\**

DESCRIPTION	A/C #	ANNUAL AMOUNT	NM FENN 308	AID 310	SENEGL 310-01	MOZAMBQ 310-02	BOTSWANA		USA-AFR		USA		TOTAL	NCNW CONTRI- BUTION
							310-03	310-04	SENGL 312	MOZ 314	FCRD 315	FEW 316		
FIELD OFFICE (SARO):														
SALARIES	5000	21,757	4,164			2,720							9,604	(12,153)
FRINGE BENEFITS	5010	4,252	1,439			544							2,754	(1,558)
CONSULTANT	5020	13,185	661										631	(12,524)
ING CONTRACTOR	5021												0	0
TRAVEL	5030	55,071	3,470			11,208							25,887	(27,124)
SPACE	5040	14,272											0	(14,272)
SUPPLIES	5050	3,300	0			412							225	(2,475)
TELEPHONE	5060	5,940	0			742							1,425	(4,455)
PRINT/REFRO	5070	2,970	0			371							743	(2,227)
FOOTAGE	5080	1,485	125			160							446	(1,039)
OTHER DIRECT	5170	2,750	1										1	(2,749)
LOCAL TRAVEL	5171	5,500											0	(5,500)
PUBLICATIONS	5172	2,200	0			275							767	(1,433)
DELIVERY	5173	0											0	0
TEMPORARY HELF	5175	2,505	0			813							1,626	(4,875)
EDJIF PURCH	5105	15,950	0										0	(15,950)
CONTR EXT PRGMS	5150		0										0	0
AUDIT	5450												0	0
GRN FEIMB NCNW	5455												0	0
BANK CHARGES	5750												0	0
MISCELLANEOUS													0	0
OVERHEAD			0	0	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL :		155,237	9,909	0	0	17,245	0	0	0	17,684	0	0	0	0
FIELD OFFICE-WARD				0										44,838 (110,400)
FIELD OFFICE-SARO														0
														0
														0
SARO TOTAL :		155,237	9,909	0	0	17,245	0	0	0	17,684	0	0	0	0

*\* NOTE THAT B Tutam is paid from headquarters because she is*

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NCNW-10  
FY 89  
PROGRAM  
BUDGET

PROGRAM BUDGET FISCAL YR 1989 PER GRANT

*WARD BUDGET*

DESCRIPTION	A/C #	ANNUAL AMOUNT	WM FENN 309	AID 310	SENEGL 310-01	MOZAMBOE 310-02	BOTSWANA		USA-AFR	USA-AFF	FORD 315	FEW 316	USA		TOTAL	NCNW CONTRI-BUTION
							310-03	310-04	SENGL 312	MOZ 314			DEV-ED 317	ADMIN 307		
FIELD OFFICE (WARD):																
SALARIES	5000	48,188	0						2,738			1,627			4,565	(43,423)
FRINGE BENEFITS	5010	3,992	0												0	(3,992)
CONSULTANT	5020	557	0												0	(557)
IND CONTRACTOR	5021														0	0
TRAVEL	5030	14,113	0												0	(14,113)
SPACE	5040	9,400													0	(9,400)
SUPPLIES	5050	1,594	0												0	(1,594)
TELEPHONE	5060	5,500	0												0	(5,500)
PRINT/REFSD	5070	1,540	0												0	(1,540)
POSTAGE	5080	1,980	0												0	(1,980)
OTHER DIRECT	5170		0												0	0
LOCAL TRAVEL	5171	1,206													0	(1,206)
PUBLICATIONS	5172	3,005	0												0	(3,005)
DELIVERY	5173														0	0
TEMPORARY HELP	5175	5,500	0												0	(5,500)
EQUIP PURCH	5105	50,811	0												0	(50,811)
CONTRB EXT PRGMS	5130		0												0	0
AUDIT	5150														0	0
O/H REIMR NCNW	5455														0	0
PA-R. CHARGES	5750														0	0
MISCELLANEOUS					0	0	0	0							0	0
OVERHEAD			0	0	0	0	0	0	0	0	0	0			0	0
SUB-TOTAL :		146,798	0	0	0	0	0	0	2,938	0	0	1,627	0	0	4,565	(142,233)
FIELD OFFICE-WARD					25,573										25,573	25,573
FIELD OFFICE-SARD															0	0
															0	0
WARD TOTAL :		146,798	0	0	25,573	0	0	0	2,938	0	0	1,627	0	0	29,138	(116,660)

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NCNW-10  
FY 89  
PROGRAM  
BUDGET

PROGRAM BUDGET FISCAL YR 1989 PER GRANTEE

*/HQ COSTS*

DESCRIPTION	A/C #	ANNUAL AMOUNT	MM FERR 308	AID 310	SENEGAL 310-01	MOZAMBOE 310-02	BOTSWANA 310-03	310-04	USA-AFR SENGL 312	USA-AFR MOZ 314	FORD 315	FEW 316	USA DEV-EP 317	ADMIN 309	TOTAL	NCNW CONTRI-BUTION
HEADQUARTERS :																
SALARIES	5000	245,280		100,600	42,820	0	0	0	12,497	18,100	0	6,971	13,020		173,318	(51,462)
FRINGE BENEFITS	5010	68,678		28,168	0	0	0	0	3,350	7,947	0	1,855	3,646		44,966	(23,712)
CONSULTANT	5020	0		14,755	0	0	0	0	11,911			6,597	0		33,262	33,262
IND CONTRACTOR	5021				0	0	0	0							0	0
TRAVEL	5030	37,380		6,810	0	0	0	0	4,723	0	0	2,727	0		14,460	(22,920)
SFAGE	5040	7,115			0	0	0	0							0	(7,115)
SUPPLIES	5050	5,274		7,785	0	0	0	0	475		0	264	0		8,525	3,251
TELEPHONE	5060	9,894			0	0	0	0	953	571	0	528	0		2,052	(7,752)
PRINT/REPRO	5070	648			0	0	0	0			0				407	(241)
POSTAGE	5080	4,740			0	0	0	0			0		407		0	(4,740)
OTHER DIRECT	5170			40,000	0	0	0	0							0	0
LOCAL TRAVEL	5171				0	0	0	0		10,107					50,107	50,107
PUBLICATIONS	5172				0	0	0	0		0					0	0
DELIVERY	5173	3,676			0	0	0	0							0	0
TEMPORARY HELP	5175			5,000	0	0	0	0		2,000					2,000	(1,654)
EQUIP PURCH	5105	3,144		6,000	0	0	0	0							5,000	5,000
CONTRB EXT PRMS	5150				0	0	0	0							5,000	2,356
AUDIT	5450	15,000		15,000	0	0	0	0							0	0
O/H REIMB NCNW	5455				0	0	0	0							15,000	15,000
BANK CHARGES	5750	720		600	0	0	0	0							0	0
MISCELLANEOUS					0	0	0	0							600	(120)
OVERHEAD		129,471	2,937	75,281	0	0	0	0	8,246	8,256	0	4,567	21		99,307	(20,163)
SUB-TOTAL :		<del>515,950</del>	2,937	299,599	42,820	0	0	0	42,266	46,981	0	23,409	17,094	0	475,505	(40,445)
FIELD OFFICE-WAFO		530,950													0	0
FIELD OFFICE-SARO															0	0
DFC COPY FWD FY					0	44,922									44,922	44,922
															0	0
HOQTRS TOTAL :		515,950	2,937	299,599	42,820	44,922	0	0	42,266	46,981	0	23,409	17,094	0	520,427	4,477

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NCNW-ID  
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PROGRAM BUDGET FISCAL YR 1989 PER GRANT  
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DESCRIPTION	A/C #	ANNUAL AMOUNT	HQ PENN 308	AID 310	SENEGAL 310-01	MOZAMBOE 310-02	BOTSWANA		USA-AFR				USA		TOTAL	NCNW CONTRI- BUTION
							310-03	310-04	SENGL 312	MOZ 314	FOFD 315	FEW 316	DEV-ED 317	ADMIN 309		

NOTES TO NCNW-ID FISCAL YEAR 1989 PROGRAM BUDGET:

- A. ALL OVERHEAD IS ASSUMED TO RESIDE WITH HEADQUARTERS.
- B. NO "ADMIN BUDGET" IS PRESENTED; ADMIN IS CONSIDERED TO BE OVERHEAD.
- C. "HEADQUARTERS ANNUAL" & "AID" (310) BUDGETS REFLECT OVERHEAD AT 33.5% OF ALL COST ABOVE THE OVERHEAD LINE.
- D. COLUMNS MARKED "SENEGAL (310-01), MOZAMBOE (310-02), & BOTSWANA (310-03) REPRESENT NCNW-ID'S PROPOSED ALLOCATION OF "AID PROJECT FUNDS".

TOTAL AID PROJECT FUNDS OF \$324,074 ARE COMPOSED OF FY88 FUNDS CARRIED FORWARD TO FY89 (25,573) + 91,750 + 13,921 = 131,254; FY87 PROJECT FUNDS (150,000); & FY89 PROJECT FUNDS CARRIED FORWARD TO FY90 (44,922).

*for Senegal project*  
*for Mozambique project*

- E. AID FY 89 PROJECT FUNDS OF \$150,000, HAVE BEEN ALLOCATED TO NCNW-ID'S MOZAMBIQUE PROJECT.
- F. COLUMN MARKED "NCNW CONTRIBUTION" REPRESENTS DIFFERENCE BETWEEN GRANT AWARDS AND THE ANNUAL BUDGET.
- G. COLUMN MARKED "HEADQUARTERS - SENEGAL (310-01)" SALARIES REPRESENTS AID PROJECT FUNDS (42,820) ALLOCATED AS HQTRS TECH ASSISTANCE FOR SENEGAL PROJECT.

Best Available Document

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ANNEX 7

Matching Fund Status  
As of May 15

# Best Available Document

## NATIONAL COUNCIL OF NEGRO WOMEN, INC. INTERNATIONAL DIVISION

MATCHING FUND STATUS  
AS OF MAY 15, 1969

ITEM NO.	DESCRIPTION	OPERATING EXPENSE	PROJECT EXPENSE	TOTAL FUNDS
FISCAL YR. 1967				
1	NEG II	54,222.00	(.00)	54,222.00
2	O/H ON NH PENK	15,930.00	75,250.00	91,180.00
3	FUNDRAISING	24,000.00		24,000.00
4	FORD FOUNDATION	100,000.00		100,000.00
5	CONTRIBUTIONS	6,005.00		6,005.00
6	IN-KIND CONTRIBUTION FROM NOWN	66,270.00		66,270.00
7	SMALL PROJECT FUNDS		1,000.00	1,000.00
TOTAL FUNDS FY 67		371,027.00	76,250.00	447,277.00
FISCAL YR. 1968				
1	USA FOR AFRICA- MOCAMBIQUE	20,000.00	180,000.00	200,000.00
2	USA FOR AFRICA- -GENERAL	95,533.00	100,467.00	196,000.00
3	FEN CHARITABLE TRUST GENERAL	50,000.00	100,000.00	150,000.00
SUB-TOTAL		165,533.00	480,467.00	646,000.00
4	USA FOR AFRICA EDUCATION	50,000.00	0.00	50,000.00
5	FUND RAISING	22,000.00		22,000.00
6	IN-KIND CONTRIBUTION FROM NOWN (est)	40,222.00		40,222.00
7	SMALL PROJECT FUNDS		5,000.00	5,000.00
8	CONTRIBUTIONS	2,990.00		2,990.00
TOTAL FUNDS FY 68		320,745.00	485,467.00	806,212.00
FISCAL YR. 1969:				
1	IFESH	0.00	102,225.00	102,225.00
2	NCRAI	4,908.00	0.00	4,908.00
3	SMALL PROJECT FUND	3,700.00	75.00	3,775.00
TOTAL FUNDS FY 69		8,608.00	102,300.00	110,908.00
TOTAL FOR FISCAL YR. 1967-69		770,380.00	1,064,034.00	1,834,414.00

ANNEX 8

Advisory Council Members

NCNW/ID Council Members

Prof. Goler Butcher, Chair  
Faculty of Law, Howard Univ.  
Washington, DC

Dr. N. Joyce Payne  
Chair, Board of Trustees  
Univ. of the District of Columbia  
Washington, DC  
778-0818 (w)

Ms. Barbara Van Blake  
Board Member, NCNW  
Washington, DC

Princess Elizabeth Nyabongo  
New York, NY

Ms. Maureen Bunyan  
News Anchor, WDVM-TV  
Washington, DC

Ms. Alexis Herman  
President, Herman & Associates  
Washington, DC

Dr. Toyé L. Brown  
Freedom House  
Dorchester, MA

Dr. Maxine Garrett  
Sr. Vice Pres., Riggs Bank  
Washington, DC

Prof. Pearl Robinson  
Political Science, Tufts Univ.  
Medford, MA

Dr. Naomi Baumslag  
Women's International Public  
Health Network  
Bethesda, MD

Dr. Karefa-Smart  
International Health Consultant  
Chevy Chase, MD  
330-1133

Mr. Calvin Raullerston  
One America  
Silver Spring, MD

Dr. Sakhshat William Flowers  
Medical Practitioner/Faculty  
New Jersey College of Medicine  
Newark, NJ

Ms. Lula Lang-Jeter  
Board Member, NCNW  
Arlington, VA  
566-3750 (w)

Ms. Claudine Malone  
McLean, VA

Dr. Ellen Johnson-Sirleaf  
Vice Pres., Equator Bank  
Washington, DC  
293-3275 (w)

## ANNEX 9

### Resumees of Staff

- o Gayla Cooke - Director
- o Barbara Tutani - Africa Operations
- o Lucille Thomas - Program Development
- o Veronica Hart - Executive Assistant
- o Donna Allen - Program Assistant
- o Souede N'Diaye - WARO
- o Ibrahima Cisse - WARO

## RESUME

GAYLA COOK

Mailing address:  
International Division  
National Council of Negro  
Women, Inc.  
701 North Fairfax Street,  
Suite 330  
Alexandria, VA 22314

Telephone:  
(703) 684-5740 (office)  
(202) 544-2552 (home)

### Areas of Expertise

- o Development Training & Communication
- o Public Information
- o Project Implementation & Management

### SCOPE OF EXPERIENCE:

#### Project Implementation & Management

- Overseas management systems for international activities including developing and managing projects in agriculture and nutrition in collaboration with women's groups in Africa as Director of the International Division of the National Council of Negro Women, Inc.
- Responsible for preparing and managing numerous proposals resulting in \$800,000 for projects to advance African women at the African-American Institute
- Secured funding for proposals developed for African-American Institute, Agricultural Teams Inc., and Booker T. Washington Foundation
- As member of five-person management team of African-American Institute oversaw staff of seventy, including overseas offices. Directly participated in implementing policies, preparation and monitoring and fundraising of \$11 million plus budget.

GAYLA COOK

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### Development Training & Communication

- Coordinated overseas development education activities in the United States and Africa targeted toward women
- Designed project to assist rural women in Swaziland, utilizing radio, video and other media as training supports and to educate the public about women's contributions to national development
- Coordinated training workshop on use of video for community development for Ministry of Community Development & Women's Affairs in Zimbabwe
- Conceptualized and coordinated production of a trilingual magazine Community Action on development and women's issues in Zimbabwe
- Organized research and publication of directory "Training for African Development" which catalogued development oriented education and training programs in the United States
- Set up training, management and board structure of pilot cable radio station in Knoxville, Tennessee, as part of innovative program in community-oriented media
- Participated in numerous cross-cultural training and educational activities in Ethiopia, Tanzania, Kenya, Zimbabwe, Antigua, Dominica and Copenhagen, focused on issues impacting women or community/economic development.

### Public Information

- Researched and assisted production of Zimbabwean sequences of nine-part WETA/BBC co-production of "The Africans"
- Directed public information strategy for Washington Urban League, including writing and producing publications and audio-visual products; similar role at National Urban League
- Coordinated major regional conference on "Women in Southern Africa" including funding, materials production and report
- Writer and producer of several publications, film, and video productions (list attached).

Professional Chronology

- 1987-Present National Council of Negro Women, Inc.  
Alexandria, VA.  
Executive Vice President and Director of  
International Division.
- 1983-7 Consultant: TransCentury Corporation (on  
assignment in Swaziland for Washington DC firm);  
Washington Urban League (headed Public Information  
Department); Save the Children (Zimbabwe); Media  
Associates (Zimbabwe); Video Promotions (Zimbabwe)
- 1979-82 African-American Institute, New York  
Director, Women and African Development Program  
and Corporate Secretary, reported to President
- 1978 Agricultural Teams, Inc. Washington, DC  
Washington Office Director, reported to Executive  
Vice President for Programs
- 1976-7 Booker T. Washington Foundation, Washington, DC  
Director, Media Software Program, reported to  
Executive Vice President for Programs
- 1975 Headed Cook Productions, Inc.
- 1974-6 National Urban League, New York  
Deputy Director of Communication, reporting to  
Director
- 1972-3 Ramapo College, Mahwah, New Jersey, assistant  
professor; Rutgers University, adjunct professor.

EDUCATION

- B.A., Cornell University, 1971/Major: English Literature  
Minor: Africana Studies
- M.S., Syracuse University, 1972/Television & Radio  
School, Major: Film

PERTINENT INFORMATION

Extensive work-related travel in several African countries,  
Europe and the Caribbean.

Languages: French

GAYLA COOK

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PUBLICATIONS AND PRODUCTIONS

Associate Producer of 35mm theatrical film, The River Niger, based on Tony Award-winning Broadway play. (1975)

Associate Producer of 35mm theatrical film, Unforgotten Days, Spanish and English language versions, produced on location in Guatemala. (1975)

Producer and writer, A Piece of the Block, a 16mm documentary film on economic development history of Harlem. (1975)

Co-editor and production designer of Return of the Source: Selected Speeches of Amilcar Cabral, published by the African Information Service, New York. (1974)

Editor, The Ballot or the Bullet, published by the National Urban League. (1973)

"Black Radio: the 'Soul' Sellout" - written with Douglas O'Connor, The Progressive, August 1973

Author, "Georgia, Georgia: A Comment on the State of Black Film" in Black Books Bulletin, Winter 1972.

Co-producer and co-director with Ifedi Okolo of Washington Unclassified, a 16mm film on the African-American legacy and inter-cultural influences of Washington DC, 1977.

Director and writer of Rural Change, a 16mm film on rural development in Dominica and Antigua. (1978)

"Technology Transfer and Education in Africa, " The Bridge magazine, Volume 5, No. 4, Winter 1980.

"Education and Culture" in The Exchange Report (from the United Nations Mid-Decade Conference on Women) 1980.

"Women in Southern Africa: The Media and the Ideal Women" in Africa Report magazine, Volume 28, No. 2, March/April 1983. Also was guest editor of issue.

"Black Women and the World" in TransAfrica Forum journal, volume No. 2, Summer 1983.

Producer, Bessie Head: Portrait of a Writer, a 3/4" videotape, 1982.

GAYLA COOK  
PAGE 5

Producer and writer, Fighting Two Battles, about women in Southern Africa, a 3/4" videotape, 1983.

Writer and producer, Excellence in Education: Passport to the Future, a synchronized slide show and videotape. (1985)

References upon request.

## JOB DESCRIPTION

### NCNW/ID EXECUTIVE DIRECTOR

The Executive Director of the International Division should have a broad background in international development, with an earned doctorate in a professional field and a minimum of fifteen years experience in international program management, half of this service in the Third World. The Executive Director reports to the President of the National Council of Negro Women and works closely with the NCNW/ID Advisory Board.

The specific responsibilities of the International Division Director include, but are not limited to:

- o Provide overall direction and focus to the Division's international initiatives.
- o Oversee budgeting and financial commitments for the Division and all its component grants.
- o Actively participate in the implementation of the International Division's fund development strategy in the private sector.
- o Maintain a close working relationship with the members of the NCNW/ID Advisory Board, preparing agendas for Board staff meetings and implementing Board resolutions.
- o Serve as the Division's representative on all appropriate NCNW boards, committees and task groups.
- o Represent the goals and programs of the International Division at congressional or legislative oversight hearings.
- o Represent the Division with all external funding agencies and provide required documentation of project results as appropriate.
- o Serve as the Division's chief liaison with the Agency for International Development, and all other assisting/affiliate organizations.
- o Maintain signature authority over all contracts, twinning agreements and other international programmatic initiatives.

PERSONAL AND PROFESSIONAL CURRICULUM VITAE

I. Personal Data:

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Marital Status: Married, three children  
Present Address: 32, Morton Joffray Dr. Eastlea,,  
Harare, Zimbabwe.

11. Professional Experience and Concurrent Professional Activities.

March 1983 - Present.

Associate Director and Director of Training. Zimbabwe Field Office - Save the Children (USA) - Harare Zimbabwe. Responsible for the management and supervision of the Training Department. Specific duties include, development of office training matrix, review and approval of all training Plans, conducting training needs/resource assessments, development and implementation of audio-visual support for training, design and implementation of staff development program, design of training curriculum, technical assistance and training to field office beneficiaries in training, project development, and planning.

Accomplishments:

As Director of Training, the following were accomplished:

- Developed the conceptual framework for the training department
- Designed and implemented a program of training and technical assistance for Early Childhood Education in rural communities
- Designed and implemented a program of training for 15,000 Mozambiquan Refugees in Nyangombe and Tongogara Displaced Persons Camps
- Designed and implemented a Youth Development Training Program Model for the Ministry of Youth
- Implemented an Intern Training/Employment Placement Program for disabled students from Jairos Jiri Center for the handicapped
- Conceptualized, and implemented a Technical Aids Exhibition for Training and Educational personnel in Mbare, Harare.

1981-1983

EXECUTIVE DIRECTOR - Scott Carver Community Development Corporation, Miami Florida. Responsible for the the administrative system and corporate planning of a public non-profit community development corporation. Specific duties include: establishing and evaluating administrative policies, supervising the planning and development, training, community education and

Additional duties included: staff selection and supervision, cooperative development and training, interpretation of and compliance with funding regulations, development and maintenance of programmatic reports, supervision of facility operations, monitoring and evaluation, grant writing, loan packaging and contract negotiations. Specialty: Study of Agri-business and related enterprises as economic development vehicles for low-income communities including production, transportation, processing and marketing of farm products.

1978-1982

Agronomist Intern/Trainer - Agricultural Teams, Inc. Worked under supervision of Agronomist in planning and execution of comprehensive vegetable crop production in low-income rural communities in the United States and Caribbean. This work included land and soil evaluation, soil preparation, selection and rotation of crops, irrigation, planting and cultivation and pest control in vegetable crops. Additional work included integration of nutritional needs with cropping plans, training and technical assistance to farmers and farm workers.

1979-1981

Project Director - Agricultural Teams, Inc. Raleigh, North Carolina, Responsible for the coordination, supervision and implementation of the "Farm to Market Project" Specific duties included all phases of administrative work including fiscal management, planning, staff training and supervision, coordination of production resources and marketing of produce. Coop training and management.

1977-1979

Director of Training and Technical Assistance - Center for Family and Child Enrichment, Miami, Florida. Responsible for the design, implementation and supervision of the agency's Community Education Department. Specific duties included: development of training designs, training curriculum, preparation of organizational development plans, including administrative manuals and Management Information Systems. planning and supervision of the youth development training component.

1977-1979

Trainer/Facilitator - Miami Dade Community College, Miami, Florida. Responsible for designing and facilitating workshops for community participants and community based organizations and agencies in community education concepts and skill development in community problem-solving, community development, organizational development, management information systems, board training and staff development training.

1973-1977

Director of Technical Assistance - United States Office of Education - Region VIII Training Center. Responsible for the design, supervision and evaluation for a model and delivery system providing training and technical assistance to the Office of Education Mini-Grant Teams, community organization and related professional organizations. Additional work with low-income and other community groups and agencies serving them in training and technical assistance in: Organizational development, program planning, facilitation skills and monitoring and evaluation techniques. Expend and account for all funds for Office of Education Technical Assistance staff and management team. Assisted in the design of the Management Information System.

### III. Independent Research.

Joint study with Chief Agronomist/Agricultural Teams - (1979-1982)

1. ADAPTIBILITY STUDIES ON THE WING BEAN (*Phosocarpus tetranogolobus*) AND CASSAVA (*Manhoit esculenta*) TO VARYING ENVIRONMENTAL CONDITIONS

K  
C

IV. Education and Training

1978-1982

Agricultural Teams Inc-Raliegh North Carolina  
Certificate of Proficiency: Agronomy, Nutrition Education  
Food Handling, Marketing, Functions of Fresh Food and  
Vegetable Trade.

1982

Louisiana State University, Department of Food Sciences  
Certificate in Food Processing

1977-1979

Florida International University-Miami, Florida  
Labor and Management Studies.

1977

Florida Department of Education-Teaching Certificate.

1975-1977

San Francisco City College-San Francisco, California  
Major; Geological Studies.

1973-1976

University of California - Santa Cruz. California  
Certificate of Human Services.

V. Community and Professional Affiliations

Association of Third World Agricultural Technicians

- Society for Training and Development
- Executive Committee Member, Jairos Jiri Association (Disabled)

DRAFT

POSITION DESCRIPTION

Southern Africa Regional Office Coordinator

The coordinator is responsible for program development, project and grant administration and development communications activities of the National Council of Negro Women/International Division in Southern Africa. The focus of the NCNW/ID is small-scale agricultural development, income generation, reforestation, health and education aimed at improving the social and economic position of African families by working principally with women through women's organizations.

At least five years prior Southern Africa experience is required in the areas of development program design and implementation, agriculture, training, community development and working with women's organizations. Demonstrated administrative and communications (especially writing) skills required.

Position responsibilities include:

- 1) preparation of proposals and reports
- 2) fiscal administration of projects and administrative expenses
- 3) supervision of project personnel and consultants
- 4) liaison and facilitation of protocol and partnership agreements with government agencies, women's and other nongovernmental organizations
- 5) principal involvement in needs assessments and program design, implementation and evaluation.

Frequent travel in the Southern Africa region will be required. Facility in Portuguese or indigenous Southern Africa language is desirable.

The salary is \$24,000 per annum, plus benefits. This position reports to the Director of the National Council of Negro Women/International Division.

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LUCILLE M. THOMAS  
3001 PARK CENTER DRIVE APT.212  
ALEXANDRIA, VA. 22302  
(703) 820-8785

Objective                      Employment in international development  
program management and administration

Background  
Summary                      Five years experience in planning and  
managing country-specific international  
development projects. Fifteen years  
experience in managing educational support  
services with emphasis on college retention  
for disadvantaged students.  
Four years teaching high school French and  
Spanish.

Professional                      Program Design and Administration  
Experience

- 0      Developed and administered portfolio of  
25 African rural development projects  
with budgets totalling \$2.5 million  
dollars
- 0      Directed college admissions and  
retention project for disadvantaged  
students. Served 700 students over 7  
years with a retention rate of 85%.  
Managed staff of 25.
- 0      Designed and taught motivational classes  
for college students.
- 0      Designed and conducted staff development  
workshops for trainers of trainers for  
educational support projects.
- 0      Directed counseling staff of large  
manpower training institution. Areas of  
responsibility included admissions,  
financial aid, retention and job  
placement.

Y

### Financial Administration

- 0 Developed and administered project budgets of up to seven figures
- 0 Monitored and reported on budgets to headquarters of my employers as well as to donor and governmental agencies
- 0 Supervised professional financial staff in the preparation of financial records and reports
- 0 Participated in audits of varying projects under my supervision

### Program Advocacy and Communication

- 0 Developed and secured funding for proposals for program work in rural development, student retention, developmental education, and student recruitment.
- 0 Prepared progress reports for submission to headquarters, government departments, donors in America and abroad.
- 0 Made speeches on behalf of projects and and their participants to Boards of Directors, political and philanthropic entities, members of the diplomatic corp.

### Employment History

- 0 Country Director      Africare Zimbabwe  
1983 to 1988
- 0 Director      Computer      Managed      Student  
Services      Seattle Community College  
1977 to 1980
- 0 Counselor      Seattle      Community      Collage  
1977 to 1980
- 0 Manager Counseling Services      Seattle  
Opportunities Industrialization Center  
1973 to 1977

X  
G

- 0 Director of Upward Bound and Special Services Western Washington State College 1969 to 1973
- 0 French and Spanish Teacher Charlton Pollard High School, Beaumont, Texas 1964 to 1968

Education

- 0 M.ED Higher Education Administration University of Washington, 1980
- B.A. French and Spanish Texas Southern University, 1964
- 0 Completed 30 credits in Public Administration at the University of Puget Sound in Tacoma, Washington on a non-matric basis

References

Will be furnished on request

NATIONAL COUNCIL OF NEGRO WOMEN  
INTERNATIONAL DIVISION

JOB DESCRIPTION

POSITION TITLE: Program Development Director

POSITION OBJECTIVE: Contribute to the development and implementation of NCNW/ID projects by providing support to Africa Operations; Represent NCNW/ID to our various constituents (donors, the American public - especially the black community, the development community, etc.) and garner their support; Contribute to program development.

DIVISION DESCRIPTION: The International Division of NCNW works to enhance the socio-economic status of poor rural and peri-urban women in Africa. This objective is achieved by working with African women to implement a strategy of institutional development and technical assistance. By strengthening African women's and community organizations, these organizations will serve as locally based change agents who engender permanent improvement in the lives of women and their families.

GENERAL RESPONSIBILITY

The Program Officer works a member of a multi-disciplinary team responsible to the Assistant Director, Africa Operations in developing and implementing development support services to International Division constituents and affiliate organizations.

SPECIFIC DUTIES:

- Advises the Assistant Director, Africa Operations on internal policy and international development trends as a senior advisor to management
- Assists in planning the use of personnel and financial resources for accomplishment of International Division objectives
- Provides backstopping functions to Africa Operations to include:
  - a. Procedures development
  - b. Ongoing development of management systems
  - c. Policy interpretation
- Liaises with donor groups, organizations and individuals
- Assists in proposal development, submission and follow up
- Assists in co-ordinating and monitoring ID staff development program
- Performs specified public relations functions

- Assists in developing internal management and program evaluations format(s)
- Functions as a member of the Africa operations program design team
- Reviews, clears and forwards all incoming Africa operations mail, telex and fax transmissions
- reviews, clears and forwards all outgoing communications to Africa
- Recommends to the assistant director, africa Operations and Assistant Director, Finance and administrative and the Executive Vice President potential sources of project funding
- Reviews and clears all reports from Africa operations to donors and other external interest groups
- Prepares program information and/or work descriptions summaries for consideration by donors, special interest groups and/or the press
- Represents NCNW/ID to present background and project information at meetings, seminars, conferences as requested
- Facilitates effective communication and work relationships between NCNW/ID headquarters staff and field operations staff
- Assists in assessing the effectiveness of service interventions to meet NCNW/ID criteria and standards
- Assists in the preparation of cost effective and cost benefit analyses for major projects
- Attends staff development and team meetings as requested
- Initiates and implements personal staff development and career mobility learning agenda
- Other duties as assigned by the Assistant Director/Africa Operations.

VERONICA M. HART  
5850 Cameron Run Terrace #1612  
Alexandria, Virginia 22303  
(703) 960-2127

#### RANGE OF EXPERIENCE

Research, analysis, and technical writing in the areas of marketing and business development; manpower, training, and personnel structure composition; and information systems and operational procedures.

#### EDUCATION

Bachelor of Science, Arizona State University, 1986  
College of Liberal Arts, Women's Studies/Business

#### PROFESSIONAL EXPERIENCE

Computer Sciences Corporation, November 1988-Present  
Information Management Specialist

Organize the maintenance and revisions of handbooks and manuals that support the automated payroll and personnel system of the Environmental Protection Agency. Interact with programmers to interpret system changes, enhancements, and procedures in the form of explicit documentation. Specific projects include the bi-yearly update of a seven volume set of manuals; the update of Disaster Procedures, which provide an alternate payroll run in the event of a natural or system disaster; and the development of W2 Balancing Procedures, which describe the various jobs associated with production of W2s for 16,000 EPA employees.

This position has provided an introduction to programming techniques including Job Control Language (JCL) and data management and storage for the Interactive System Productivity Facility (ISPF) environment.

MAXIMUS, Incorporated, April 1988-October 1988  
Research Associate/Technical Writer

As a member of MAXIMUS' Special Projects Group, reported directly to the CEO for proposal preparation and the coordination of their submission, corporate support, and marketing activities. Interacted with MAXIMUS State and Federal Services Group Presidents to interpret Request for Proposal requirements and assess the feasibility of a bid response to state and federal agencies. Provided extensive research and analysis for preparation of task plans and staff and corporate qualifications for technical proposals. Prepared administrative and cost data for cost proposals.

Served on the Transition Team to open MAXIMUS offices in Los Angeles for the Greater Avenues for Independence (GAIN) welfare contract. This project is designed to provide services to welfare recipients so that they can graduate from the welfare program. Wrote or co-wrote all manuals associated with the operational procedures of GAIN workers.

Also, prepared procedures manuals and system user manuals for MAXIMUS proprietary software.

**Resource Consultants, Incorporated, April 1987-April 1988**  
**Technical Writer/Analyst**

Identified the lifecycle requirements for manpower, personnel, and training associated with planning fleet introduction of Navy communication equipment. Obtained installation schedules, personnel requirements, and training and logistic support requirements for development of Navy Training Plans (NTPs). NTPs are planning tools and their publication must be in conjunction with equipment production and installation milestones. Coordinated with programmers for the design and automation of a Naval Enlisted Code tracking system.

Participated in business development. Efforts yielded a Manpower, Personnel, and Training/Integrated Logistic Support contract for 500K+.

**Army Research Institute, January 1987-April 1987**  
**Assistant Management Analyst**

Researched and analyzed personnel trend data. Performed statistical analysis, wrote, edited, and composed sections for inclusion in the FY86 Organizational and Personnel Profile (OPP). The OPP served as the primary decisionmaking tool for ARI's personnel structure. Temporary government assignment.

**MCI Telecommunications, November 1985-December 1986**  
**Telemarketing Representative**

Interacted with, informed, and consulted residential community about MCI long-distance service. Explained disbandment of the Bell System. Promoted and encouraged usage of MCI service.

**Army Research Institute, December 1984-August 1985**  
**Administrative Assistant**

Researched, analyzed, edited and composed position descriptions for the Management Support Office (MSO) portion of the Manpower Research Survey. Correct calculation of hours worked and leave time expended, and accurate descriptions of positions were essential in justifying MSO's staffing requirements.

Edited technical research transcripts between research psychologists and personnel with varying ranks in the military for a personality trait study.

**HARDWARE & SOFTWARE**

IBM and compatibles, Memorex, VAX 1170, Wang, CompuCorp 775  
ISPF (TSO, JCL, SCRIPT, UMAIL), Word Perfect, Word Star, dBASE III,  
Lotus 1-2-3, Electronic Mail and Phone



NATIONAL COUNCIL OF NEGRO WOMEN  
INTERNATIONAL DIVISION

ASSISTANT TO THE EXECUTIVE VICE PRESIDENT

JOB DESCRIPTION

POSITION TITLE: Assistant to the Executive Vice President

POSITION OBJECTIVE: Contribute to the growth and development of the National Council of Negro Women and its International Division by providing support to the office of the Executive Vice President/Director of the International Division of NCNW.

DIVISION DESCRIPTION: The International Division of NCNW works to enhance the socio-economic status of poor rural and peri-urban women. This objective is achieved by working with African women to implement a strategy of institutional development and technical assistance. By strengthening African women's and community development organizations, these organizations will, in turn, serve as locally based change agents who engender permanent improvement in the lives of women and their families.

GENERAL RESPONSIBILITY : Acts as a liaison, on behalf of the Executive Vice President, with all departments within NCNW, with NCNW's membership and other constituents, and within the wider community.

SPECIFIC DUTIES:

- o Assists in preparation of reports, proposals and other documents, including researching, writing, editing, and reproduction.
- o Supervising temporary support staff and their functions.
- o Coordinating and providing logistical support for conferences, board meetings, etc.
- o Maintaining personnel files for NCNW/ID staff.
- o Arranging domestic and international travel for staff and consultants, including tickets, lodging, visas, health information.
- o Acting in a confidential capacity to the Executive Vice President.



PREREQUISITES: Excellent writing, communication and interpersonal skills; Experience in marketing, proposal and report preparation, and basic research; Excellent word processing and transcription skills, and knowledge of computer software such as Wordperfect, Lotus 123, and Paradox; Prior experience of at least 3 - 5 years; Ability to function independently and as a member of a team; Skill in scheduling and handling a variety of work assignments; Demonstrated initiative and follow through with a high degree of accuracy and thoroughness.

**PRESENTATION OF QUALIFICATIONS**

**DONNA M. ALLEN (Mrs.)**

**3434 Andrew Court  
Apt. 202  
Laurel, MD 20707  
(301) 490-4753**

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## EDUCATION

**Bachelor of Arts in Journalism and French**  
Douglass College, Rutgers University  
New Brunswick, NJ                      May 1983.

Special courses - Journalism  
Mass Media & Urban Life; Mass Media and Government; Reporting  
Urban Affairs; Communication Law; Investigative Reporting; Public  
Information and Public Relations.

## SPECIAL SKILLS

- \* Typing 55 w.p.m.
- \* Speaking and writing French
- \* Using Wordperfect
- \* Atex 2000 typesetting machine
- \* Playing piano

## ACHIEVEMENTS

- \* Nominated for Paul Robeson Scholarship for academic achievement
- \* Dean's List for 2 years
- \* Big Sister Award - for introducing a freshman to campus life and to all the facilities at her disposal.
- \* Helped with the promotion of Caribbean Youth Organization of America, in New York.
- \* Designed newsletters and brochures for 2 organizations, including my husband's business.

cb

## PROFESSIONAL OBJECTIVE

A challenging position in the field of communications where I can make productive use of my writing and language skills. The preferred position should be open to professional and personal growth.

## EMPLOYMENT EXPERIENCE

### **Administrative Assistant**

National Capital Presbytery  
Washington, DC

Responsible for preparing all correspondence, reports and program materials as required for committees on mission and witness (social concerns). Maintain files, create brochures, set up meetings, monitor calendars and support the work of other staff members as required.

**1/88 to present**

### **Writer/Manager**

Resume and Writing Service  
Washington, DC

Interviewed clients, then wrote, designed and formatted job resumes, cover letters, follow-up letters, salary histories, and proposals. Was responsible for the total operation of the office.

**6/87 to 10/87**

### **Senior Producer (Freelance)**

Jamaica Information Service - Radio  
Kingston, Jamaica, W.I.

Wrote and produced stories for radio magazine program. Stories were of the human interest genre.

**1/87 to 5/87**

### **Freelance Writer**

Kingston, Jamaica, W.I.

Wrote articles for two Jamaican publications - a women's magazine and a business magazine. Also did editing and proofreading for both publications.

**1/87 to 5/87**

### **Copywriter**

Paisley, Kelly, Kenyon & Eckhardt Advertising, Ltd.  
Kingston, Jamaica, W.I.

Wrote advertising copy for radio and press advertisements. Also wrote script for two short documentaries.

**4/86 to 1/87**

## NATIONAL ASSOCIATION OF ACCOUNTANTS 7/83 TO 4/86

### **Associate Editor**

Responsible for proofreading and editing manuscripts for the Association's publications. Also responsible for publication of monthly newsletter for Association members. Wrote monthly column and feature stories for the Association's monthly magazine Management Accounting **6/85 to 4/86**

### **Assistant Editor**

Wrote New Products and Services column for Management Accounting. Also responsible for production of monthly newsletter. **1/84 to 6/84**

**Advertising Assistant**

Assisted advertising manager with tearsheeting/billing/invoicing of clients. Also solicited new clients with the help of mailing lists and tearsheeting from other "books". Kept record of clients on computer.  
9/83 to 1/84

**Editorial Assistant**

Responsible for giving clerical assistance to editors and circulation manager on Management Accounting magazine. Duties included light typing.  
7/83 to 12/83

**TRAVEL**

Traveled to France as part of the Rutgers University summer program, in 1981, where I spent an enlightening three months studying the French language and culture. I attended classes at the Universite de Tours and traveled to several other cities, including Paris. I also took advantage of the opportunity to visit Spain for a few days.

References are available upon request



NATIONAL COUNCIL OF NEGRO WOMEN  
INTERNATIONAL DIVISION

PROGRAM ASSISTANT

**JOB DESCRIPTION**

POSITION TITLE: Program Assistant.

POSITION OBJECTIVE: Contribute to the development and implementation of NCNW/ID projects by providing support to the International Division.

DIVISION DESCRIPTION: The International Division of NCNW works to enhance the socio-economic status of poor rural and peri-urban women. This objective is achieved by working with African women to implement a strategy of institutional development and technical assistance. By strengthening African women's and community development organizations, these organizations will, in turn, serve as locally based change agents who engender permanent improvement in the lives of women and their families.

GENERAL RESPONSIBILITY : To provide programming and clerical support to the International Division.

SPECIFIC DUTIES:

- o Create and maintain files on projects, donors, countries, field offices, organizations, and incoming and outgoing correspondences, including telexes.
- o Draft and/or assist in writing reports, proposals, letters, etc.
- o Finalize reports, proposals, letters, etc.
- o Conduct research in preparation for proposal development.
- o Send, receive and distribute mail and telexes.
- o Review translations.
- o Maintain computerized talent bank.
- o Maintain IBM PC computer including backing up the hard disk.
- o Answer the telephone when necessary.

## CURRICULUM VITAE

### NAME

Souède N'Diaye  
Née Hilal  
B.P. 3235/Dakar  
Tel. 22-34-40/21-27-25

### TRAINING AND EDUCATION

- Primary School, Kankan, Guinea 1946-1952
- Collège Moderne de Jeunes Filles 1952-1956
- Lycée Térarçon de Fougères - 1956-1958
- Lycée de Jeunes Filles de Pontoise, France  
Seine et Oise, 1959
- Ecole d'Enseignement Technique Féminin,  
Paris XIV me - Medical Biologist  
Degree 1959-1961.

### PROFESSIONAL HISTORY

1984

- Consultant, National Council of Negro Women, Inc.  
Regional Office Dakar.
- Assisted in the development and implementation of a  
seminar in design of Family Planning Projects for  
Women in Senegal.
- Responsible for the development of 8 sub-projects  
involving family planning services, for and with pro-  
fessional organizations in Senegal.
- Advises NCNW on the expansion of its development  
program in West Africa in general and Guinea in  
particular.

1983

Move and Establishment in Senegal.

1976 - 1982

- Director, Women and Development Division, Ministry of  
Social Affairs, Conakry, Guinea.  
Responsible for coordinating the activities of 36  
training centers for women. In charge of supervising  
program, supervising UNICEF inputs into this program.
- Also served as Personnel Director for the 240 civil  
servants assigned to the Ministry. Responsible for ma-  
nagement and supervision of all staff involved.
- Conducted research to develop desk reports and position  
papers on women's right and promotion of women's affairs  
in Guinea.
- From 1979 to 1980 was appointed Deputy National Secre-  
tary for the International Year of the Child in Guinea.

- During this period, I represented Guinean women at Regional Meetings (CEA) involving the integration of women in Development in areas such as Health, Education, Employment, Civic and Political Rights of the Family within the framework of the UN Decade of Women (1975-1985).
- From June 1981 to April 1982, participated in the following training seminars:
  - . USAID Seminar, Lomé, Togo (June 1981) on income generating project, design, implementation and evaluation.
  - . CFPA Seminar on population activities: health and Family Planning Project Design. Washington, D.C. October 1981.
  - . UNESCO Seminar on planning, management and evaluation of communication and development programs. (April 1982, Lomé, Togo).

PERSONAL

Born on January 19, 1939 in Moussayah (Guinea)  
Nationality: Guinean  
Resident of Senegal  
Fluent in French/Reading Proficiency in English  
Fluent in Susu, Poular and Malinké  
(Est African Language)  
Married, 2 teenagers  
Able to Travel  
Excellent Health

DRAFT

POSITION DESCRIPTION

West  
Southern Africa Regional Office Coordinator

The coordinator is responsible for program development, project and grant administration and development communications activities of the National Council of Negro Women/International Division in Southern Africa. The focus of the NCNW/ID is small-scale agricultural development, income generation, reforestation, health and education aimed at improving the social and economic position of African families by working principally with women through women's organizations.

At least five years prior Southern Africa experience is required in the areas of development program design and implementation, agriculture, training, community development and working with women's organizations. Demonstrated administrative and communications (especially writing) skills required.

Position responsibilities include:

- 1) preparation of proposals and reports
- 2) fiscal administration of projects and administrative expenses
- 3) supervision of project personnel and consultants
- 4) liaison and facilitation of protocol and partnership agreements with government agencies, women's and other nongovernmental organizations
- 5) principal involvement in needs assessments and program design, implementation and evaluation.

Frequent travel in the Southern Africa region will be required. Facility in Portuguese or indigenous Southern Africa language is desirable.

The salary is \$24,000 per annum, plus benefits. This position reports to the Director of the National Council of Negro Women/International Division.

## CURRICULUM - VITAE

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Concernant Mr Ibrahima K.R. CISSE  
Ingénieur - Conseil  
Expert en Développement et Coopération  
Consultant d'Institution des Nations-Unies  
et Organisations non Gouvernementales Internationales

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### I - INFORMATIONS GENERALES

- 1 - Prénoms et NOM : Ibrahima Khalil Rahmane CISSE
- 2 - Date et lieu de Naissance : 01.12.36 à GOUDOMP département de  
Sédhiou, Région de Kolda, CASAMANCE (SENEGAL)
- 3 - Nationalité : Sénégalaise
- 4 - Situation de famille : Marié, 5 enfants en charge
- 5 - Profession : Ingénieur de la Construction et de l'Équipement  
Urbaniste - Aménagiste  
Expert en Développement et Coopération (développement  
rural, Développement Communautaire, Développement arti-  
sanal....)  
Consultant d'Institutions des Nations-Unies et d'Organi-  
sations non Gouvernementales (ONG) Internationales.
- 6 - Adresse : C/o M. et Mme Malamine CISSE  
A7, Place de l'Organisation de l'Unité Africaine - OUA  
Boite Postale n° 10091 - DAKAR , SENEGAL

### II - EDUCATION ET FORMATION

- 1 - Études Primaires :  
1945-1951 : Ecole Régionale Mixte de GOUDOMP  
Sanction : CEPE (Certificat d'Études Primaires Élémentaires)
- 2 - Études Secondaires :  
(Enseignement Technique court)  
1951-1952 : Collège Technique d'Industrie et Centre d'Apprentissage  
annexe de DAKAR

1952-1954 : Lycée Technique Maurice Delafosse de DAKAR

Sanction : Echec au CAP (Certificat d'Aptitude Professionnelle)  
de Mécanicien Ajusteur-Tourneur après un cycle normal  
et régulier.

### 3 - Etudes Techniques et Professionnelles

1955 -1957 : Ecole Normale Préparatoire au Diplôme d'Etat d'Infirmiers  
Hospitaliers de l'Ex-AOF (Afrique Occidentale Française) ; DAKAR

Sanction : Diplôme d'Etat Français: d'Infirmiers Hospitaliers  
(Mention assez-bien)

### 4 - Etudes Supérieures (Techniques et Universitaires)

1962-1963 : Conservatoire national des Arts et Métiers, PARIS

Préparation à l'entrée à l'Institut de Génie-sanitaire  
(Mathématiques, physique, chimie.....)

1963-1965 : Institut de Génie-Sanitaire et Hygiène des Industries

(Conservatoire national des Arts et Métiers), à PARIS

Etablissement d'Enseignement Technique Supérieur relevant de la  
Direction des Enseignements Supérieurs du Ministère français des  
Universités, cet Institut dispense en enseignement comportant,  
entre autres, les disciplines ci-après :

- . Outils scientifiques de base : mathématiques, physique, chimie.
- . Sciences et techniques de l'Ingénieur appliquées au Génie-sanitaire :
  - . Génie sanitaire
  - . Génie-civil
  - . Géologie, hydro-géologie
  - . Hydraulique
  - . Construction
  - . Assainissement, épuration et traitement des eaux et ordures ménagères
  - . VRD (voierie-réseaux divers)
  - . Hygiène et santé publique et du milieu
  - . Protection de l'Environnement.....
- . Matières connexes :
  - . Accoustique
  - . Architecture
  - . Urbanisme

- . Aménagement régional
- . Froid (ventilation, climatisation, réfrigération, congélation)
- . Eclairagisme.....

Sanction : Brevet de l'Institut (diplôme d'Etat français). Il confère le titre d'Ingénieur-Réviseur de la Construction et de l'Équipement.

1965-1966 : Institut fondamental d'Études et de Recherches économiques et sociales en vue du développement harmonisé-IRFED - PARIS (Institut privé d'Enseignement Supérieur de niveau post-universitaire).

Sanction : Diplôme d'Études en Développement

(option : Aménagement du Territoire et Planification régionale et urbaine).

1966-1967 : Institut des Sciences Sociales du Travail de l'Université de PARIS - ISST - (Actuelle UER Travail et Études des Social de l'Université de PARIS I (Panthéon-Sorbonne).

Sanction : Certificat de scolarité.

NB : Les études, ici, n'avaient pas pour finalité l'obtention d'un diplôme mais plutôt l'acquisition et/ou l'approfondissement de connaissances (économique, statistique, sociologiques...) pour servir d'outils de travail à l'Institut d'Urbanisme de l'Université de PARIS.  
(Admission régulière à l'ISST).

1967-1969 : Institut d'Urbanisme de l'Université de PARIS -DAUPHINE

(Aujourd'hui UER d'Urbanisme à l'Université de PARIS-VAL-DE MARNE, à CRETEIL)

Enseignement du 3<sup>o</sup> cycle (Nouveau régime)

Sanction : Diplôme de l'Institut d'Urbanisme de l'Université de PARIS (diplôme d'Etat français du 3<sup>o</sup> cycle)

1969-1970 : Faculté d'Aménagement de l'Université de MONTREAL, Québec, CANADA :

1<sup>o</sup> : Année (année de résidence) du PH.D. (Doctorat des pays anglo-Saxons)

. Faculté des lettres et des Sciences humaines de l'Université de l'Université de PARIS -I (Panthéon - Sorbone) :

1ère année du Doctorat du 3<sup>o</sup> cycle par validation et considéré en équivalence de l'année de résidence de la faculté d'aménagement de l'UNiversité de MONTREAL.

Admission en 2ème année du 3ème cycle.

1970-1971 : Faculté des lettres et des Sciences humaines de l'Université de PARIS I (Panthéon-Sorbone)

2ème année du Doctorat du 3ème cycle.

Depuis, études et recherches, plusieurs fois interrompues par des traintes professionnelles, mais toujours poursuivies, en vue de la rédaction de ma thèse de Doctorat du 3ème cycle sur le thème :

."Aménagement, Organisation et Développement de l'Espace rural sénégalais : Problématique, propositions et Perspectives".

(Pour une nouvelle approche du Développement).

#### 5 - Etudes et Stages Divers:

. Années scolaires 1952/53 - 1953-54

Préparation militaire à l'armée de l'Air-française, base aérienne de Ouakam, à Dakar

Spécialité, "Moteur Avion"

~~Année~~ - Mai 1954 : Stage de formation de Techniciens radio-électriciens et audio-visuels organisé par la Direction Générale de la Pédagogie à la Direction Fédérale de l'Enseignement Supérieur de l'ex - aof, à Dakar.

1962-1963 : Institut national de la Sécurité pour la Prévention des accidents du travail et des maladies professionnelles, PARIS

(Cycle B : Enseignement réservé aux Ingénieurs et Cadres Supérieurs de Direction et de Conception).

Sanction : Certificat d'Hygiène et de sécurité du Travail  
(Avec félicitations du Directeur de l'Institut)

Avril 1968 : Stage de photogrammétrie et de photo-interprétation appliqué à l'Urbanisme et à l'Aménagement du Territoire, effectué à l'ITC (Institut International des levés aériens et des Sciences de la Terre) de l'Ecole polytechnique de DELFT. au

Sanction : Attestation de stage.

III - ACTIVITES ET EXPERIENCE PROFESSIONNELLES - FONCTIONS ET RESPONSABILITES ASSUMÉES

- ~~1951~~ - 1951 : Technicien radio-électricien et audio-visuel à la Direction de l'Education de base du SENEGAL, à Saint-Louis.
- 1957-1959 : Fonctionnaire Fédéral du Corps des Adjointes techniques de Santé de l'ex-AOF mis à la disposition du Ministère de la Santé Publique du Gouvernement de la République de Haute-Volta où les affectations ont été les suivantes :
- Novembre 1957 - Juillet 1958
    - . Chef de la Subdivision médicale de MANGA;
  - Août 1958 - Octobre 1959 :
    - Adjoint au chirurgien et Assistance Opératoire à l'Hôpital de Ouagadougou.
- 1959-1960 : Fonctionnaire du Ministère de la Santé Publique du Gouvernement de la République Soudanaise (actuelle République du MAL) où les responsabilités ci-après ont été assumées.
- Adjoint au chirurgien, Assistant opératoire et surveillant du Service de Gynécologie et de Chirurgie-Femmes à l'Hôpital Gabriel TOURE, à BAMAKO.
- 1960-1962 : Fonctionnaire du Ministère de la Santé et des Affaires Sociales du Gouvernement de la République du Sénégal affecté comme Moniteur à l'Ecole des Infirmiers et Infirmières d'Etat du Sénégal, à l'Hôpital Aristide le DANTEC, à DAKAR.
- 1962-1969 : Successivement Infirmier hospitalier de jour ou de nuit, avec quelques courtes interruptions de service, dans les Etablissements hospitaliers, cliniques et Centres de santé ci-après :
- . Clinique de la Maison Blanche, LES MUREAUX (Banlieue Ouest de PARIS);
    - Spécialités : Chirurgie générale et spécialités chirurgicales ; gynécologie et Obstétrique) ;
  - . Hôpital Communal d'ARGENTEUIL (Banlieue Nord-Est de PARIS)

(Service de Chirurgie Générale) ;

- . Hôpital communal de Saint-DENIS (banlieue Nord de PARIS)  
(Services des Urgences chirurgicales et de Médecine Générale).
- . Soins à domicile à GARCHES( banlieue Ouest de PARIS):  
Diabétiques avec déficience motrice (séquelle de poliomyélite)
- . Maison de santé d'EPINAY-SUR-SEINE (banlieue Nord de PARIS) :  
Spécialité : Neuro-Psychiatrie ;
- . Hôpital de la Mutuelle Générale de l'Education Nationale, la Verrière,  
78, LE MESNIL, SAINT-DENIS (banlieue Ouest de PARIS, dans la vallée de  
Chevreuse) : 1963-1965  
Spécialiste : Neuro-Psychiatrie ;
- . Centre RENE HUGUENIN, à ECQUEVILLY (banlieue Ouest de PARIS) :  
Centre anti-cancéreux spécialisé dans le traitement diététique et la  
radio -cobaltothérapie.

1966-1967 : Ingénieur Réviseur à la Direction départementale des Ponts et Chaussées  
de Seine-et-Oise, à VERSAILLES (FRANCE);

1967-1968 : Ingénieur Réviseur à la Direction départementale de l'Equipement du  
Val-d'oise, à PONTOISE (banlieue Nord de PARIS) :

Fonctions et responsabilités à ces deux derniers postes:

Ingénieur d'Etudes et d'Exécution avec les attributions suivantes :

Etudes, coordination et contrôle d'exécution de divers projets  
d'Equipement urbains, intersyndicaux, départementaux;

- . Etudes ~~projectives~~ des problèmes d'Equipements sociaux collectifs  
qui se poseront, à l'horizon 80", aux collectivités de la Région  
parisienne : localisation, taille, impact, hiérarchies, incidences  
financières et sociales probables....
- . Relations avec les Autorités des Administrations et collectivités  
(Ministère de l'Equipement, Direction départementale de l'Equipe-  
ment, Conseil Général, Préfecture, communes, syndicats intercommu-  
naux.....) et les différents partenaires privés.

N.B : Les activités développées, m'ont permis, n'étant bénéficiaire  
d'aucun soutien financier du SENEGAL, d'assurer le financement  
de mes études, de pourvoir à mon entretien personnel et de

- 1971-1973 : Animateur et Coordinateur d'un Groupement économique à vocation coopérative (productions agricoles, pêche....) implanté à GOUDOMP, en Casamance (SENEGAL)
- 1973-1975 : Conseiller économique, (problèmes du secteur du Développement rural) de feu El Hadji Cheikh Ahmédou MBACKE alors influent Leader de la Communauté Mouride, à TOUBA (SENEGAL).
- 1975-1976 : Délégué des Laboratoires CIBA-GEIGY pour le Sénégal, la Mauritanie et le Mali.

Les activités de cette multinationale suisse sont surtout centrées sur la Chimie, notamment la Pharmacie, l'Agro-chimie, les films et pellicules....

Fonctions et responsabilités assumées dans cette firme :

a) - Administratives:

- . Relations avec les autorités administratives, techniques et scientifiques impliquées dans les activités de la Firme;
- . Organisation des congrès, conférences et rencontres professionnels, scientifiques et techniques, de stages et séminaires (formation et perfectionnement professionnels) ;

b) - Commerciales:

- . Marketing et prospection de marchés;
- . Relations avec les professionnels;
- . Promotion des produits;
- . Perspectives et évolution probable du marché;
- . Situation par rapport à la concurrence....

1976-1980 : Directeur Général - Adjoint de l'OFADDEC (Office Africain pour le Développement et la Coopération ) dont je suis membre fondateur et membre du Conseil d'Administration.

Société de Développement rural intégré, l'OFADDEC est une Organisation non Gouvernementale de Droit Sénégalais qui intervient sous forme d'assistance au niveau des structures communautaires de base (Groupements de production agricole, animale, artisanale, etc.... à vocation coopérative)

### Fonctions et responsabilités exercées:

Mes compétences couvraient l'ensemble des activités de la Société à savoir :

- Conception et élaboration des programmes et actions ;
- Recherche de financement ;
- Réalisation, suivi et contrôle d'exécution des programmes <sup>à réaliser :</sup> ~~à réaliser~~
  - . Conception et élaboration des programmes et actions ;
  - . Recherche de financement ;
  - . Réalisation, suivi et contrôle d'exécution des programmes et actions ;
  - . Gestion administrative, financière et technique ;
  - . Relations avec les autorités et responsables impliqués dans les activités de l'OFADDEC ;
  - . Relation avec les sources de financement...

### Champ d'intervention de l'OFADDEC:

- . Productions agricoles (céréali-culture, maraichage, arboriculture fruitière.....);
- . Productions animales (embouche bovine, aviculture, apiculture)
- . Productions halieutiques (pêche continentale, pisciculture, traitement et conservation du poisson.....);
- . Productions artisanales ;
- . Protection de la nature ; reboisement, aménagement forestier et sylviculture....
- . Projet "santé et nutrition (santé, nutrition et hygiène communautaires, ~~marchés~~, protection maternelle et infantile);
- . Projet "compost" (défense et régénération des sols);
- . Génie rural (aménagement hydro-agricoles ; habitat rural ; constructions et infrastructures diverses : locaux pour usages divers (hangars, magasins, ateliers.....) ; pistes et voies ~~des~~ d'accès....
- . Education et formation (coopérateurs et Cadres).....

2°- Consultation effectuée à la demande du BIT (1) Projet ACOPAM (2) en Mars -Avril 1980. Elle est relative à l'organisation et à l'animation de la table ronde régionale tenue à DAKAR du 10 au 22 Avril 1980 sous l'égide de l'OIT (3) sur le thème :

" Participation des femmes aux activités coopératives".

- 1 - BIT : Bureau International du Travail
- 2 - ACOPAM : Projet d'appui coopératif aux activités de développement assistées par le PAM (Programme alimentaire mondial). Ce projet sous-régional développe son action sur cinq pays : SENEGAL, MAURITANIE, MALI, BURKINAFASO, NIGER.
- 3 - OIT : Organisation International du Travail
- 4 - ADAUA : Association pour le Développement d'une Architecture et d'un Urbanisme authentique africains.

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"Participation des Femmes aux Activités Coopératives"

Rôle joué à cette table ronde :

- a) - Elaboration du docuemnt de base et d'introduction aux travaux sur le thème :  
"Participation des femmes rurales aux activités communautaires villageoises à partir de structures informelles (groupements, organisations diverses)";
- b) - Animation des travaux en commissions;
- c) - Rédaction du rapport final et de synthèse.

1980-1981

- 1) - Expert Conseiller en Coopération à l'ADAUA (4), à Rosso (République Islamique de Mauritanie. (Ma candidature a été, à la demande de l'ADAUA retenue, recommandée et introduite par le projet ACOPAM/BIT (OIT/NOR/75 RAF/15) dans le cadre de ses activités en Mauritanie et de son appui à l'ADAUA. Le projet ACOPAM/BIT a également contribué à ma prise en charge et à ma rémunération.

Fonctions et Compétences

Organisation, gestion et promotion des entreprises coopératives et des structures à vocation coopérative ;

Education et formation coopératives

NB : Il s'agit de procéder à la structuration et à l'organisation des ouvriers employés par l'ADAUA ainsi que des indépendants installés dans la ville et ses environs en groupements pré-coopératifs d'Artisans du Bâtiment à conduire au stade de coopératives (maçons menuisiers-bois, menuisiers métalliques, briques-

Parallèlement, et suite à un accord intervenu entre la Direction du Projet ACOPAM/BIT, à DAKAR et le Ministère des Affaires Sociales, à NOUACKCHOTT, j'ai mené les mêmes activités au Centre de Promotion Féminine (couture, broderie, teinturerie, diverses autres activités artisanales féminines...), de ROSSO.

2) - Outre les fonctions ci-dessus indiquées exercées à ROSSO, et en plus, deux nouvelles charges et compétences m'ont été confiées par le Directeur des Etudes et de la Programmation (Ministère de l'Economie et des Finances), à savoir : celles de :

2.1. Coordonnateur et rapporteur des activités du Comité d'élaboration du PRODIS (projet de développement intégré de SATARA, à ROSSO) ;

2.2. Secrétaire Général du Comité de gestion et Coordonnateur-Adjoint, pendant la phase d'exécution, du PRODIS.

Le PRODIS est un projet multi-sectoriel intégré "Gouvernement mauritanien-Nations-Unies (UNICEF) dont la coordination et l'animation sont assurées par le Ministère de l'Economie et des Finances (Direction des Etudes et de la Programmation). Le PRODIS comporte les principales actions, ci-après :

- . Productions agricoles;
- . Productions animales;
- . Protection de la nature et de l'environnement;
- . Réboisement et lutte contre la désertification et la sécheresse;
- . Santé, assainissement, hygiène;
- . Protection maternelle et infantile;
- . Education, alphabétisation, formation;
- . Habitat rural ;
- . Productions artisanales;
- . Hydraulique et aménagements hydro-agricoles (barrage et ouvrages annexes);
- . Promotion féminine;
- . Technologies villageoises, etc....

Responsabilités assumées :

- . Conception, élaboration, suivi d'exécution et évaluation des différentes actions inscrites au PRODIS.
- . Relations avec :

- . Les autorités des Nations-Unies (UNICEF), à NOUAKCHOTT et à DAKAR ;
- . Les autorités gouvernementales et nationales mauritaniennes ;
- . Les autorités régionales de TRARZA, à ROSSO;
- . Les populations des différents villages bénéficiaires du PRODIS;
- . Les services techniques et administratifs concernés par la réalisation du projet....

#### Administration et Gestion du PRODIS...

1981-1984 : Administrateur des programmes de la PADEC (Association Panafricaine pour le Développement communautaire), à DAKAR

#### Responsabilités et Compétences:

- . Identification, conception, élaboration, suivi d'exécution et évaluation des projets ;

(Tous les projets de la PADEC sont intégrés et multidimensionnels)  
Ils comportent les principales actions suivantes :

- . Productions agricoles ;
- . Production animales ;
- . Education et formation ;
- . Promotion féminine ;
- . Production artisanale ;
- . Hydraulique villageoise (humaine, pastorale et agricole) ;
- . Protection de la nature et de l'environnement ;
- . Reboisement et lutte contre la désertification et la sécheresse ;
- . Technologies villageoises ;
- . Santé et nutrition/protection maternelle et infantile ainsi que des groupes vulnérables et sensibles ;
- . Hygiène et assainissement.

#### Relations avec :

- . Les sources de financement,
- . Les autorités gouvernementales et nationales ;
- . Les autorités régionales et locales ;
- . Les organismes publics nationaux ou régionaux d'intervention et/ou de développement ;
- . Les services publics, responsables et notables locaux
- . Les population et groupements communautaires de bases des différentes localités bénéficiaires ou demanderesses des actions de la

- . Tous les autres acteurs impliqués dans la mise en oeuvre des projets de l'Association.....
- . Réalisation, en ma qualité d'Expert, de deux consultations demandées par le PNUD (Programme des Nations-Unies pour le Développement) et le Ministère du Plan et de la Coopération du SENEGAL et destinées au Ministère du Développement Social du Gouvernement de ce pays. Il s'agit de :
  - 1) - L'évaluation des structures d'enseignement technique féminin du SENEGAL;
  - 2) - L'élaboration du Plan National d'Action de la Femme Sénégalaise.
- . Depuis 1981, animateur et coordonnateur des activités d'un Groupe de réflexion et de recherche en vue de la création d'une société dont les centres d'intérêt seraient constitués par l'Agro-alimentaire et l'Agro-industrie et secteurs connexes (production de matériels agricoles et accessoires, d'irrigation, agro-industriels ; Fabrication de produits agro-chimiques, phyto-protecteurs, phyto-pharmaceutiques.....)

#### IV - VOYAGES ET SEJOURS DIVERS A L'ETRANGER:

##### 1) - EN AFRIQUE

##### 1.1. Pour raisons professionnelles (long séjour)

- . République de Haute-Volta (aujourd'hui BURKINA-FASO) : 2 ans;
- . République Soudanaise (Actuellement MALI) : 2 ans;
- . République Islamique de Mauritanie : 2 ans;

##### 1.2. Cours séjours professionnels ou voyages d'agrément:

- . Algérie;
- . Bénin (Ex Dahomey) ;
- . Côte d'Ivoire ;
- . Gambie ;
- . Ghana ;
- . Guinée Bissau;
- . Guinée Conakry;
- . Maroc ;
- . Niger ;
- . Nigéria ;

2) - EN EUROPE2.1. Pour études et stages2.1.1. En France

. Connaissance réelle et profonde de ce pays dans son ensemble. Des voyages d'études ont été effectués dans les régions suivantes :

## . Champagne-Ardenne :

Un mois de Séminaire organisé par l'IRFED à l'Institut des Communes de France, à REIMS et dans la région ;

## . Languedoc-Roussillon :

Voyage d'étude organisé par l'IRFED pendant trois semaines autour des thèmes :

. "Tourisme et Aménagement de la Région du Languedoc-Roussillon"

. "Intégration agricole et Développement régional".

. Région parisienne et Ile de France :

. Etude de villes nouvelles;

. Visite de grands ensembles, stations d'épuration, usines, Infrastructures et Equipements divers.....

2.1.2. Aux Pays-Bas

Stage à l'ITC de DELFT (transféré aujourd'hui à ENSCHEDE)

Voyage d'étude et d'agrément à travers tout le pays (plusieurs séjours)

2.2. Pour affaires, agrément et tourisme:

. Allemagne Démocratique (RDA);

. Allemagne Fédérale (RFA); plusieurs séjours;

. Autriche;

. Belgique; plusieurs séjours;

. Confédération helvétique (suisse); plusieurs séjours;

. Espagne;

. Grèce;

. Italie; plusieurs séjours;

. Luxembourg ; plusieurs séjours .....

PROGRAM OFFICER/  
NCNW/ID

GENERAL RESPONSIBILITY

The Program Officer works a member of a multi-disciplinary team responsible to the Assistant Director, Africa Operations in developing and implementing development support services to International Division constituents and affiliate organizations.

SPECIFIC DUTIES:

- Advises the Assistant Director, Africa Operations on internal policy and international development trends as a senior advisor to management
- Assists in planning the use of personnel and financial resources for accomplishment of International Division objectives
- Provides backstopping functions to Africa Operations to include:
  - a. Procedures development
  - b. Ongoing development of management systems
  - c. Policy interpretation
- Liaises with donor groups, organizations and individuals
- Assists in proposal development, submission and follow up
- Assists in co-ordinating and monitoring ID staff development program
- Performs specified public relations functions

- Assists in developing internal management and program evaluations format(s)
- Functions as a member of the Africa operations program design team
- Reviews, clears and forwards all incoming Africa operations mail, telex and fax transmissions
- reviews, clears and forwards all outgoing communications to Africa
- Recommends to the assistant director, africa Operations and Assistant Director, Finance and administrative and the Executive Vice President potential sources of project funding
- Reviews and clears all reports from Africa operations to donors and other external interest groups
- Prepares program information and/or work descriptions summaries for consideration by donors, special interest groups and/or the press
- Represents NCNW/ID to present background and project information at meetings, seminars, conferences as requested
- Facilitates effective communication and work relationships between NCNW/ID headquarters staff and field operations staff
- Assists in assessing the effectiveness of service interventions to meet NCNW/ID criteria and standards

- Assists in the preparation of cost effective and cost benefit analyses for major projects
- Attends staff development and team meetings as requested
- Initiates and implements personal staff development and career mobility learning agenda
- Other duties as assigned by the Assistant Director/Africa Operations.

ANNEX 10

Proposal Format

NATIONAL COUNCIL OF NEGRO WOMEN - INTERNATIONAL DIVISION  
Project Proposal Format

1.0 PROJECT SUMMARY

Briefly describe:

- 1.1 The goal(s) and objective(s) of the project.
- 1.2 The problem(s) which necessitates the project.
- 1.3 The activities to be undertaken.
- 1.4 The organizations, both private and governmental, at the village, regional and national levels, with which we will work.

2.0 PROBLEM DEFINITION AND APPROACH

2.1 Setting

Describe the country, region and village(s) in which the project will be undertaken, including such information as ethnic groups, religion(s), language(s) spoken. Provide some social and economic data such as economic activities, per capita income, unemployment, literacy and health statistics, etc.

2.2 Description

Describe in detail or provide information on:

- A. The specific problems which the project will address.
- B. How these problems negatively affect various aspects of life and, in general, the overall quality of life.
- C. The goals and objectives of the project.
- D. Whether the proposal is the initiative of the local group and, if not, who initiated the proposal.
- E. Whether the proposed project enjoys broad community support.
- F. Did the beneficiaries themselves assess their needs and determine their priorities? Was there community participation in the planning and budgeting of the project? If not, why not?
- G. Have the rights been obtained to use water, land, community center or other resources been obtained?
- H. Are the proposed activities consistent with existing sectoral strategies and/or program/plans of the national and local government?
- I. Is a written agreement from the government, or other administrative approvals, necessary, and, if so, have they been obtained?
- J. How do the proposed activities affect the workload of the beneficiaries?
- K. Do the proposed activities conflict with other community or seasonal activities?
- L. Who and how many are the direct and indirect beneficiaries of the project? How will they benefit?

#### 4.0 PROJECT ANALYSIS

The proposal should provide information on the following issues:

- 4.1 How responsive are the planned interventions to the beneficiaries' stated priorities and needs?
- 4.2 How is this project conducive to the institutional development of the local, regional or national organization(s) involved in this project?
- 4.3 Is the technology being used appropriate to the social environment, e.g., is it easily mastered by the beneficiaries; are spare parts available; who will make the repairs; does it affect the environment positively or negatively, etc.
- 4.4 Are the project activities beneficial, detrimental or neutral in their impact on the physical environment? How?
- 4.5 Is this project sustainable? What are the indicators of sustainability for this particular project?
- 4.6 Is this project economically viable? Attach as appendix A the economic analysis demonstrating the financial viability of the project. This analysis should, at a minimum, answer the following:
  - A. What are yearly operating costs for the various production activities versus revenue intake? This should include the estimated cost of labour contributed by the beneficiaries. What are the estimated yields and current market prices? Are market prices liable to change? If so, what are worst and best case price ranges? What are the estimated net profits for the project beneficiaries?
  - B. What are the recurrent costs? How will recurrent costs be covered at the end of the project? What steps are being taken to ensure the availability of the necessary funds?
  - C. Have eventual replacement costs been taken into consideration? What steps are being taken to establish an amortization fund?

#### 5.0 EVALUATION/MONITORING

##### 5.1 Continuous Evaluation

Continuous evaluation, as a component of project activities, will provide a steady flow of relevant data that can be used as a guide to corrections or to other adjustments necessary to ensure the success of the project. This type of periodic evaluation will, for example, signal when project

objective(s) or implementation plan(s) has changed, or when critical assumptions or other factors important to the project's success no longer hold true.

As with all project activity, the evaluation component must be discussed with the beneficiaries and/or community members. Issues such as the objective of the evaluation, the evaluation tools, how these data will be used and the beneficiaries' participation in the evaluation must be agreed upon with said beneficiaries or community. This project proposal should clearly address these and other relevant issues.

In addition, the proposal should address the following:

- A. What is the evaluation schedule, e.g., every 3, 4, 6 months?
- B. Which objectives or activities will be assessed each period?
- C. Which quantitative or qualitative indicators will be used to verify achievement of objectives?
- D. Which evaluation tools will be used to collect data, make quantitative measurements or qualitative assessments?
- E. Who among the beneficiaries, community or partner organization will participate in these periodic evaluations? Who will be the outside evaluator?
- F. What procedures have been established to review the findings of the evaluation and make whatever corrections are necessary?

## 5.2 Mid and Final Evaluations

These evaluations provide more sweeping reviews of the project in that they cover longer periods of time. The mid-point review will be a review of the previous periodic evaluations and will:- assess progress made; signal any major changes in the nature of the project; note what lessons have been learned by the beneficiaries and NCNW/ID; review the operation of systems that are in place; cover any areas that the periodic may have missed; and make recommendations.

The final evaluation will cover some of the elements reviewed in the mid-point evaluation, as well as the following:- measure the overall impact of the project; measure quantitative and assess qualitative improvements in the beneficiaries' living condition using the baseline data as the point of departure ; assess unintended benefits and problems and make suggestions regarding future undertakings by beneficiaries and NCNW/ID.

## 6.0 BUDGET

The project budget is composed of three sections:

- 6.1 Direct Project Costs (DPC) - this includes all costs related to the direct execution of the project. These costs do not include regional office or headquarters' expenses. Direct project expenses will be grouped under the following budget categories:
- A. DPC/Organizational Support - this includes salaries of project staff and temporary employees, office supplies, rent, office equipment and furniture, repairs, etc.
  - B. DPC/Training - this includes all the costs of providing training, such as materials, transportation, trainer fees, etc.
  - C. DPC/Equipment and Supplies - this includes all non-consumable equipment for the project, such as wells, buildings, pumps or other capital investments. It also includes consumable supplies such as seeds, fencing, etc.
  - D. DPC/Maintenance - this includes the cost of spare parts, repairs and maintenance of equipment and supplies.
  - E. DPC/Revolving Fund - this is the fund set aside to finance the production activities of local groups at an agreed upon rate of interest. These loans will be reimbursed to the NCNW/ID partner organization to enable them to finance other groups.

The above budget categories must be used only for those expenses related to the direct execution of the project. These budget categories are not to be used for NCNW/ID headquarters' or regional office's technical assistance costs.

- 6.2 NCNW/ID Technical Assistance is the third component of the budget. This includes headquarters' and regional office(s) costs. This includes any training/technical assistance, monitoring, management and other costs. The field office should budget the cost of its technical assistance to and monitoring and evaluation of the project. The field office, when making its budget, must use the budget categories headquarters is currently using.

Headquarters will then complete the budget by adding in the cost of technical assistance, supervision and support from headquarters, as well as the overhead rate.

- 6.3 Beneficiary Contribution(s) - this includes land, labour, cash or other in-kind contribution(s) to the project by the beneficiaries or the government. Wherever possible, the market value of in-kind contribution(s) should be estimated.

Finally, the budget should show clearly and separately in summary fashion the total cost of the project, beneficiary contribution(s) in monetary terms, if at all possible, and the total amount of funds being requested from the donor.

7.0 NCNW/ID QUALIFICATIONS

7.1 NCNW/ID Experience in International Development

7.2 Emphasis on Institutional Development

7.3 Capability of the Regional Offices

7.4 NCNW/ID Project Management and Reporting Procedures

- M. What are the contributions of the beneficiaries, local or national/government, to the project?
- N. Is the project in line with development objectives of NCNW/ID?

### 3.0 PROJECT DESIGN AND ADMINISTRATION

#### 3.1 Design

- A. Briefly restate the problems and the project's goal(s) and objective(s).
- B. State the specific tasks/activities to be undertaken so as to attain the objective(s). Who will perform these tasks and how will they do it?
- C. List resources such as labour, materials, training, technical assistance, etc. needed to complete these tasks. Is the project utilizing local resources to the greatest extent possible? From where will these resources be obtained?
- D. State specifically how local human resources will be developed through the project to enhance project sustainability.

#### 3.2 Baseline Data

- A. Describe the procedures for the collection of data relevant to the project that will constitute the baseline data indicative of conditions at the start of the project. For this project, state what types of data will be collected, e.g., number of teachers in village, usual agricultural yield per crop, percentage of children malnourished, number of literate project participants, annual income of villagers, etc.

#### 3.3 Implementation

- A. Create a detailed bar graph implementation plan showing the beginning and ending dates of all project activities, as well as the person(s) or group(s) responsible for executing the task(s).
- B. State clearly the benchmarks for each project activity, for specific periods of time, that will be used as indicators of performance or completion of the activity.
- C. Create a logical framework summarizing the project design and stating expected results for each component of the project. See logical framework format attached.
- D. State who will be responsible for managing the project activities, administering the funds and providing progress and financial reports to the NCNW/ID regional office.

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ANNEX 11

Staff Development

STAFF DEVELOPMENT  
(POSITION PAPER)

(DRAFT)

STAFF DEVELOPMENT RATIONALE

The International Division is concerned with improving the quality of life for all staff at headquarters and in the Regional field offices. Division staff have expressed their desire for more challenging tasks, better opportunities and more say-so in matters affecting programming and policy development within the Division.

Traditionally, some International NGO's do little or nothing to help staff plan and develop their careers. The personnel management program is focused primarily upon the needs of the organization in hiring, placing, transferring, promoting, and laying off people. Many organizations have concentrated their career development efforts upon management personnel only. However, the International Division would like to broaden its activities to include non-management employees as well. All staff have development needs and aspirations, they will experience transfers and promotions, and they often need to acquire new skills as their job responsibilities increase.

The scope of work for the International Division will become increasingly more complex and progressively more demanding. New skills, innovations, and information, will constantly be demanded from our enlarged scope of work. While we all agree that many of our new assignments are challenging we also recognize that the job challenges must be within a reasonable framework of skills present within the staff.

To address the issues mentioned above the International Division is interested in upgrading Staff Development/Career Planning services to all its employees. Hopefully these services will assist all staff to function effectively, with confidence and understanding.

WHAT IS A CAREER ?

A career is a lifelong sequence of jobs, integrated with the attitudes and motives of the person as he or she engages in these work roles. It is important to understand that a career is more than a group of jobs held by a person during his lifetime. It also consists of the training the individual follows in preparation for their work roles and the aims, hopes, ambitions, and feelings they hold in regard to these work roles. However, a career, broadly speaking, can also comprise unpaid work such as homemaking or volunteer activities in the community.

.../...

One's career has importance for several reasons. It helps to establish the individual's identity and status. A career provides meaning and focus for one's life. Because most jobs are performed in proximity to others, work takes on a social meaning as well. Work can provide an opportunity for satisfying the employee's desire for recognition and achievement. Of course, one's job is also instrumental in providing money to obtain the necessities and luxuries for living.

### CAREER DEVELOPMENT (Definition)

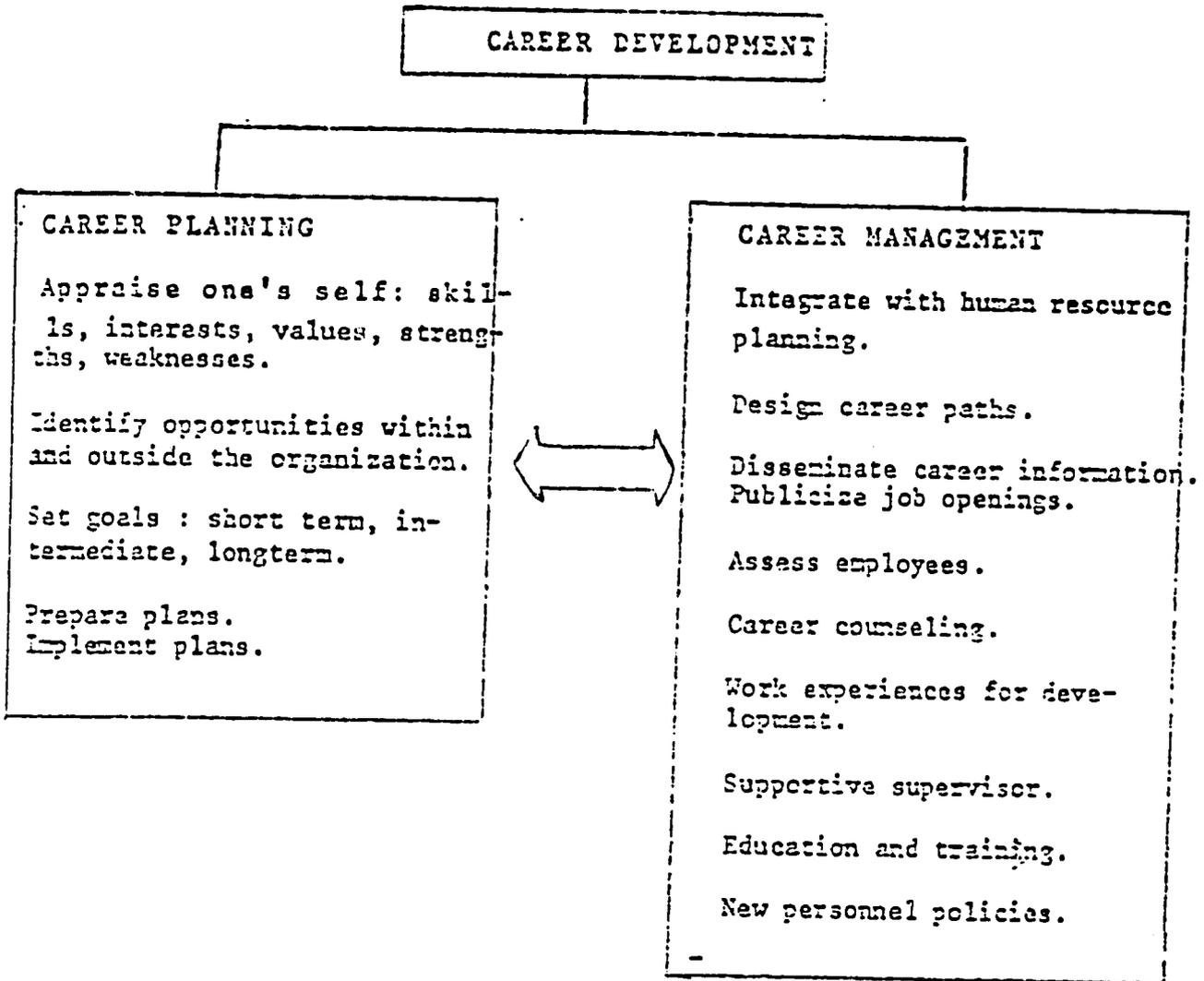
Career development is the planning of one's career and the implementation of career plans by means of education, training, job search and acquisition, and work experiences. If we look at the process more from the perspective of the organization, then career development is the process of guiding the placement, movement, and growth of employees through assessment, planned training activities and planned job assignments.

Career planning is a subset of career development. It is the personal process of planning one's work-life. This includes evaluating one's abilities and interests, examining career opportunities, setting career goals, and planning appropriate developmental activities. Although career planning is mainly an individual process, the International Division plans to assist staff through career counseling offered by the coordinators and/or the supervisors, through workshops to assist the people in evaluating themselves and in deciding upon developmental programs, through career planning workbooks made available to interested employees, and through the dissemination of information about jobs within the Division and outside the organization.

Career management is the other subset of career development. Whereas career planning is primarily a personal process, career management focuses more upon plans and activities done by the organization. In career management the management of the organizational needs and implements programs to accomplish these joint objectives.

The Programme Development and Training Department will play a central role in facilitating this entire process. Individual career plans, when possible, will be related to the Division's human resource inventory and needs forecast. Management designs career paths, it should provide information about job openings and makes career counseling available to the employees. Employee performance and potential is assessed. Management supports education and training programs. It provides for employee development on the job.

Figure I. is a chart showing the contents of career planning and career management and showing these as the two components of career development. The arrow connecting the two blocks signifies that career planning and career management are interrelated processes



WHY HAVE A STAFF DEVELOPMENT PROGRAM ?

There are several reasons which explain why the International Division seeks to establish a career development program. Whereas only the well-financed and larger organizations may have the resources and expertise to operate full-blown programs even smaller organizations like ours can carry out simplified, but effective staff development services.

The following are important reasons for adopting career development programs :

- a- Equal Employment Opportunity. In order to provide better opportunities for entry level field staff and women to move up in our organization. The International Division would like to identify career paths and eliminate barriers to upgrading.

.../...

- b- Quality of Working Life. Staff generally want greater control over their careers. They want greater job satisfaction, more career options and more involvement in decision making as it relates to African development activities.
- c- Competition for High Talent Personnel. Highly educated and experienced professionals and managers often give preference in selecting an organization for which to work to those that are supportive of their career aspirations and have career development programs.
- d- Avoid Absolence, New Skills. Rapid changes in technology, shifting of program/project emphasis, ups and downs in the Division's budget and new development trends can render obsolete the skills that employees in various occupations have acquired, often through years of training. Career development programs can assist individuals in anticipating changes and can help them gain new skills for which there is a real demand.
- e- Retention of Personnel. By instituting career development programs in our organization. International Division may reduce turnover of employees caused by frustration of individual career ambitions.
- f- Improve Utilization of Personnel. Too often development staff are kept in jobs which they have outgrown or which are dead-end assignments. Performance is better when people are placed in jobs they like and which fit their ambitions.

### CAREER COUNSELING

Career counseling can be conducted in three modes. In one mode it is conducted (hopefully) by each supervisor (coordinator) and manager when they engage in a performance appraisal interview with staff they supervise. In this interview the two parties can discuss opportunities for career development such as special projects, new responsibilities, and training opportunities.

Often times a wider view of career opportunities can be provided by a career counseling resource person in the Personnel Department. This individual can help employees plan their careers and inform them of possible avenues for training and development. A third mode for career counseling is that offered in a career workshop. A career workshop takes the participants through a series of planned exercises to help them plan their careers. It also can offer individualized counseling.

### WORK EXPERIENCES FOR DEVELOPMENT

Probably the most powerful vehicle for employee development consists of planned work experiences to help the individual learn and master relevant knowledge and skills. These planned experiences can take many forms : challenging jobs, job rotation,

.../...

temporary project assignments, assignment to a temporary task force, promotions, temporary lateral transfers, and even an occasional downward transfer to learn specific skills.

#### 8. International Division Staff Development (Objectives)

At present Staff Development is being designed with two broad goals :

1. The design of a program that equips staff to implement International Division policies, directives and projects.
2. The design of a program that ensures that staff skills or interests are neither neglected or under-utilized.

Ideally the (Staff Development) services will provide training of some variety that is required for the different categories of employees in the International Division since it is essential that staff become fully competent in their present job assignments.

The following objectives attempt to reflect the need for a Staff Development Program that is flexible enough to meet the varying needs of the International Division and the staff.

#### Objectives :

- To assist staff in integrating their skills and interest in developing a personal career plan
- To identify specific job related training subject(s) that assist staff in upgrading their job performance
- To avoid the loss of productivity and efficiency among staff due to skills deficiency
- To transmit new policies, trends and information related to the field of development
- To encourage compatibility between the organizations goals, staff skills and interests
- To assist in planning and forecasting manpower needs for the International Division

To assist the International Division in developing a program that is most responsive to your needs, all staff are requested to complete the following questionnaires by and return them to Barbara Tutani, Director Programme Development and Training.

P.O. Box 850, Harare, Zimbabwe.

Please feel comfortable in making suggestions not included on the questionnaire.

Staff Development Questionnaire

Name \_\_\_\_\_ Position \_\_\_\_\_

Region \_\_\_\_\_

This questionnaire will assist in providing a framework for developing a Staff Development Program that takes into consideration your interest, needs and values.

Please read each question carefully and attempt to answer it.  
(use additional paper if necessary)

1. Does your job description reflect the work you do and does it assist you in planning your work ?
2. What skills do you need to perform more effectively ?
3. What skills or interests do you have that are not being utilized in your present job ?
4. What are your long range career goals ?
5. List ten things you like to do. They do not have to be work related - just activities you enjoy ?
6. Do you have a job description ?
7. Are you presently enrolled in any classes, courses, trainings etc ?  
If yes - please list
8. Do you have skills or areas of interest that you would like to share with other staff in the Division in a staff development workshop ?
9. What is your personal understanding of the Division's scope of work ?
10. What personal contributions would you like to help the Division reach its goals and strengthen its capacity to deliver services to African people (worldwide) ?
11. Are you willing to participate on a Staff Development Planning Committee ?

ANNEX 12

Salary History

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NATIONAL COUNCIL OF NEGRO WOMEN, INCORPORATED  
INTERNATIONAL DIVISION

EMPLOYEE SALARY HISTORY  
(Prepared October 1989)

EMPLOYEE	TITLE	START DATE	START SALARY	CURRENT OR ENDING	TERMINATION DATE
Stella Adu-Twum	Executive Assistant	3/30/88	\$17,000	\$21,200	12/02/88
Donna Allen	Program Assistant	4/12/89	19,500	19,500	
Remi Aluko	Admin Assistant	6/05/85	16,000	16,000	10/07/85
Altoria Bell	Dev Ed & Pubs Coord	7/01/87	20,000	20,000	8/15/88
Danielle Benjamin	Deputy Director	10/01/84	33,000	33,000	6/06/85
Betty Bere	SARO Fin & Trng	1/88	5,310	8,170	
Julia Brown	Secretary	11/09/88	16,000	16,000	3/12/89
Dorrett Byrd	Dep Dir/ Adm & Fin	7/06/87	36,500	38,000	8/18/89
Kenneth Byrd	Program Dev Dir	12/16/87	30,000	30,000	12/30/88
Ibrahim Cisse	WARO Prog Dev Dir	6/88	18,540	18,720	
Paulette Coleman	Director	8/20/84	40,000	46,200	3/31/87
Gayla Cook	Director	7/16/87	48,000	56,000	

NATIONAL COUNCIL OF NEGRO WOMEN, INCORPORATED  
INTERNATIONAL DIVISION

EMPLOYEE SALARY HISTORY (cont'd)  
(Prepared October 1989)

EMPLOYEE	TITLE	START DATE	START SALARY	CURRENT OR ENDING	TERMINATION DATE
Larryette DeBose	SARO Coordinator	6/15/82	9,000 (pt)	12,000 (pt)	6/30/86
Veronica Hart	Executive Assistant	4/10/89	27,500	27,500	
Denise Jones	Dev Ed & Pubs Coord	8/04/87	22,000	26,000	
Abimbola King	Fiscal Admin Asst	1/03/88	20,000	20,000	
Stanley Mashumba	SARO Prog Dev Ofcr	1/88	6,020	8,540	
Souede N'Diaye	WARO Admin Officer	1984	18,000	20,000	
Lucile Thomas	Program Dev Dir	5/15/89	40,000	40,000	
Darlene Turner	Secretary	5/29/84	12,500	12,500	2/22/85
Barbara Tutani	Dep Dir/SARO Coord	8/3/87	24,000	38,000	
Patricia Walker	Research Associate	5/15/89	25,000	temporary	8/15/89
Patricia Wright	Sr Program Officer	7/01/85	30,000	30,000	11/08/85
Cheryl Williams (Nam)	WARO Coordinator	6/10/85	24,000	25,200	4/30/88

ANNEX 13

NCNW/ID 1989 Project Workplan

**INTERNATIONAL DIVISION  
1989 PROJECT WORKPLAN**

TASK	STAFF INVOLVEMENT													COMMENTS
	GC	DB	IT	DJ	FA	SL	DA	BT	VH	IC	SN	AK	AG	
<b>FIRST QUARTER FY89 (JAN-MAR)</b>														
<b>1. PROPOSALS</b>														
A. Mgmt Trng Ctr-Mozambique			X											
B. Carnegie			X											
C. Africa Media Women							O							
D. Micro - Guinea			X											
E. Agro-Business - Botswana							O							
F. Angola							O							
G. IRD - Senegal		O												
<b>2. USAID COOPERATIVE</b>														
A. Prioritize Prospects	X													
B. Obtain USAID Concurrence	X													

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TASK	STAFF INVOLVEMENT												Comments	
	GC	DB	IT	DJ	FA	SL	DA	BT	VH	IC	SN	AK		AG
3. IDENTIFY DONORS														
A. MICAC Proposal		O	X				O							
B. Guinea's Micro Dvlpmnt		O	X											
C. Botswana's Agro-Business														
D. Funds for HQ & Field TA														
E. Computers for HQ & Field			X											
4. ACTIONS TO DONORS														
A. W. Penn Final Report			X											
B. USAID Bi-Ann Report														
i. Senegal		O												
ii. Mozambique			X											
C. IFESH Qtrly Report			X											
D. Ford Foundation	X													
E. USAFA Dev Educ Report	X													
F. Ford Dev Education	X													

**STAFF INVOLVEMENT**

TASK	STAFF INVOLVEMENT												Comments	
	GC	DB	LT	DJ	FA	SL	DA	BT	VH	IC	SN	AK		AG
5. TEN COUNTRY ASSESSMENT		0												
6. DIVISION PREPARATION TASKS														
A. FY88 Audit		0												
B. USAID Evaluation		0												
7. AUTOMATE ACCOUNTING SYSTEM														
8. POLICY & PROCEDURES MANUAL		0												
9. STAFF DEVELOPMENT PLAN								0						
10. JOB DESCRIPTIONS		0												

TASK	STAFF INVOLVEMENT													Comments
	GC	DB	IT	DJ	FA	SL	DA	BT	VH	IC	SN	AK	AG	
11. INDIRECT COST POLICY			X											GC
12. QTRLY PROGRESS/REPORTS														
A. Botswana								O						
B. Mozambique								O						
C. Senegal										O				
13. PROTOCOL AGREEMENTS														
A. Zimbabwe								O						
B. Botswana								O						
14. SARO CHECKING ACCOUNT								O						
15. HQ MOVE		O												
16. RECRUIT & HIRE														
A. Bookkeeper	X	O												
B. Program Officer	X	O												
17. ID PLANS BFR				O										

STAFF INVOLVEMENT

TASK	GC	DB	IT	DJ	FA	SL	DA	BT	VH	IC	SN	AK	AG	Comments
18. AFRICA TOUR														
A. Overall Direction	X													
B. Logistics					X									
C. Finance		O												
19. BURKINA FASO/GABON PROSPECTVS				O										
20. WORLD BANK CONTACTS	X	O												
21. FINALIZE FY 89 BUDGET		O												
22. FIELD/HQ OPERATING COSTS		O												
23. PROJECT EVALUATIONS								O						
24. STAFF PRGRS/WKPLAN ITEMS	X													
25. SISTERS	X			O	X									
26. DEA QIRLY MAILING				O		O								

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→

TASK	STAFF INVOLVEMENT												Comments	
	GC	DB	LT	DJ	FA	SL	DA	BT	VH	IC	SN	AK		AG
SECOND QTR FY89 (APR-JUN)														
1. PROPOSALS														
A. UNIFEMs Africa 2000								O						
B. Lesotho/Swaziland								O						
C. Mozambique Brigades								O						
D. Zimbabwe Chitachenyasha								O						
E. Dev Education				O										
F. SISTERS	O			O	O									
2. IDENTIFY DONORS														
A. Funds for HQ & Field TA	X		X						X					
B. Mozambique Brigades	X		X											
C. Zimbabwe Chitachenyasha	X		X											
D. Dev Education - SISTERS									X					
3. NED FINANCING		O	X											

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STAFF INVOLVEMENT

TASK	GC	DB	IT	DJ	FA	SL	DA	BT	VH	IC	SN	AK	AG	Comments
4. ID. PROSPECTIVE PROJECTS														
5. IDENT PROSPECTIVE DONORS														
6. FOLLOW-UP CONTACT W/ DONOR														
A. Carnegie	X													
B. International Foundation		O												
C. IFESH			X											
D. USAID		O	X											
E. IFAD		O												
F. IBM Europe		O												
G. Hitachi		O	X											
H. IBM D.C.		O	X											
7. ATLANTA & PHILLY BFRs			X											
8. BFR PLANNING			X											

1/2 x

TASK	STAFF INVOLVEMENT												Comments		
	GC	DB	IT	DJ	FA	SL	DA	BT	VH	IC	SN	AK		AG	
9. QTRLY PROGRESS & REPORTS															
A. Botswana YWCA								O							
B. Mozambique GUC								O							
C. Senegal Pambal									X						
10. SUBMISSIONS TO DONORS															
A. USAID Qtrly Report		O													
B. IFESH Qtrly Report			X												
C. USAFA Senegal Bi-ann Rpt		O													By 9/1
D. USAFA Mozambique " Rpt			X												By 19/1
															Sent
11. FIELD AUTOMATION PROPOSAL			X												
12. BLOCK CURRENCY DONORS															VH to FU

**STAFF INVOLVEMENT**

<b>TASK</b>	<b>GC</b>	<b>DB</b>	<b>IF</b>	<b>DJ</b>	<b>FA</b>	<b>SL</b>	<b>DA</b>	<b>BT</b>	<b>VH</b>	<b>IC</b>	<b>SN</b>	<b>AK</b>	<b>AG</b>	<b>Comments</b>
<b>13. AFRICA TOUR PLANNING</b>														
<b>A. Overall Direction</b>	X													
<b>B. Logistics</b>					X									
<b>C. Finance</b>		O												
<b>14. PARTNERSHIP PROSPECTS</b>														
<b>A. Gabon</b>														
<b>B. Burkina Faso</b>														
<b>15. SISTERS - PRODUCTION</b>	X			O	X									
<b>16. DEV. PROJ CONCPTS-EGYPT</b>			X											
<b>17. PROJ DEVELOPMENT- GUINEA</b>		O								O				
<b>18. DEA QUARTERLY MAILING</b>				O										

20  
+

TASK	STAFF INVOLVEMENT												Comments		
	GC	DB	LT	DJ	FA	SL	DA	BT	VH	IC	SN	AK		AG	
5. PREP IDs OVERALL FY90 BDGT		0													Go & LT
6. SUBMIT IDs FY90 BDGT TO USAID															Go & LT
7. IDENT PROSPECTIVE PROJECTS															
8. IDENT PROSPECTIVE DONORS															
9. QTRLY PROGRESS & REPORTS															
A. Botswana								0							} Now due this quarter
B. Mozambique								c							
C. Senegal										0					
D. Other Projects															
E. Renew PEW								✓							} Renew Fki
10. SUBMIT TO DONORS															
A. USAID Qtrly Report		0													} When reports are due & date that DA needs reports from field.
B. IFESH Qtrly Report			X												

10A Africa Tour  
A. Evaluation

When reports are due & date that DA needs reports from field.

STAFF INVOLVEMENT

TASK	GC	DB	IT	DJ	FA	SL	DA	BT	VH	IC	SN	AK	AG	Comments
19. PROPOSAL/IMPLEMENTATION MICRO-ENTERPRISE/GUINEA										o				
20. CONVENTION PLANNING				o	x									
THIRD QUARTER FY89 (JUL-SEP)														
1. BFRs IN LA, CINCINNATI, DC, AND ATLANTA				o										DC objectives 1. Journal for info docs 2. ID potential project supporters
2. AFRICA TOUR	x	o	x	o	x			o						1. evaluation 2. correspondence 3. lawsuit 4. debt relief
3. EGYPT PROJECT PROPOSAL(S)			x											done/being filed
4. SUBMIT FY90 BUDGETS TO HQ														done/GC reviewed
A. SARO								o						
B. WARO											x			
C. Senegal Pambal										o	x			
D. Mozambique GUC								o						
E. Botswana YWCA								o						

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TASK	STAFF INVOLVEMENT												Comments		
	GC	DB	LT	LJ	FA	SL	DA	BT	VH	IC	SN	AK		AG	
11. FINALIZE ID CONVENTIN PLNS				O											<i>prepare profile</i>
12. NEGOTIATE USAID SUPPORT	X		X												
13. MONITOR PROPOSAL/IMPLEMEN	ATI	N													
A. Large Guinea Micro-Ent.											X				
B. Botswana Agro-Bus.									X						
C. Lesotho/Swaziland Idrshp									X						
D. Zimbabwe Chitacheryasha									X						
E. Carnegie Inst. Devlpment			X												
14. FIELD FISCAL AUDITS/MGMT SYSTEMS EVALUATION		X													
15. SISTERS PRODUCTION	X			O	X										

\* Issues changes in this sheet

**STAFF INVOLVEMENT**

TASK	GC	DB	LT	DJ	FA	SL	DA	BT	VH	IC	SN	AK	AG	Comments
16. DEA QUARTERLY MAILING				o										
17. REVIEW 4TH QTR WORKPLAN														
18. REVIEW FY90 STRATEGIC PLAN														
FOURTH QUARTER FY89 (OCT-DEC)														
1. IDENT PROSPECTIVE PROJECTS														
2. IDENT PROSPECTIVE DONORS														
3. SITE VISIT/WEST AFRICA														
4. QTRLY PROGRESS & REPORTS														
A. Botswana								o						
B. Mozambique								o						
C. Senegal										o				
D. Other Projects														

TASK	STAFF INVOLVEMENT												Comments		
	GC	DB	IT	DJ	FA	SL	DA	BT	VH	IC	SN	AK		AG	
5. COMPLETE/SUBMIT TO DONORS															
A. USAID Qtrly Report		O													
B. PEW Memorial Trust		O													
C. USAFA Senegal Bi-ann Rpt		O													
D. USAFA Mozambique " Rpt			X												
E. IFESH Qtrly Report			X												
6. DRAFT 1990 WORKPLAN		O													
7. PREPARE FOR FY90 AUDIT		O										O			
8. SISTERS PRODUCTION	X			O	X										
9. DEA QIRLY MAILING				O											
10. PREPARE ID ANNUAL REPORT	X														

STAFF INVOLVEMENT

TASK	GC	DB	IT	DJ	FA	SL	DA	BT	VH	IC	SN	AK	AG	Comments
5. PREP IDs OVERALL FY90 BDGT		0												GC & LT
6. SUBMIT IDs FY90 BDGT TO USAID														GC & LT
7. IDENT PROSPECTIVE PROJECTS														
8. IDENT PROSPECTIVE DONORS														
9. QTRLY PROGRESS & REPORTS														
A. Botswana								0						} now due this quarter
B. Mozambique								0						
C. Senegal										0				
D. Other Projects														
E. Renew PEW								✓						} Review FR
10. SUBMIT TO DONORS														
A. USAID Qtrly Report		0												} when rep. are due & check that DA needs reports from field.
B. IFESH Qtrly Report			X											

10A Africa Tour  
A. Evaluation

when rep. are due & check that DA needs reports from field.

ANNEX 14

Monthly Status Report

**NCNW INTERNATIONAL DIVISION**

**MONTHLY STATUS REPORT**

**NAME:** Lucile Thomas  
**TITLE:** Director Program Development  
**MONTH/YEAR:** 4/89

WORKPLAN ITEM(S)	STATUS	COMMENTS
① Arranged HBCU Project Visit for Dr. S. Moten to Cairo Met with NA FEO to discuss project	Completed	① Also provided backstopping stateside. also completed reports + coordinated w/HBCUs in U.S.
② Met w/ Rep from Guinea Bissau to discuss possible Dev	Completed	② Will receive formal invitation for program development
③ attended meeting @ World Bank to discuss development in C.R.	Completed	③ Obtained numerous leads for possible funding from AIB UNDP W Bank
④ attended Congressional Black Caucus as part of HBCU project	Completed	④ received good info on possible contacts for funds @ HBCU
⑤ conducted interviews for position in Angola	Completed	⑤ No satisfactory candidates
⑥ Completed USA/FA + PE W reports. Met w/ Reginald Bartlett - Evaluation	⑥ Mailed	⑥ Need to establish files + projections for next quarter
⑦ Met w/ Munsin ass. to discuss prog. Dev.	⑦ on-going	⑦ on-going
⑧ Reviewed proposals on Moz, Guinea, Dev. Ed.	⑧ completed	⑧ Will rework Dev. Ed.

**OBJECTIVES FOR NEXT MONTH:**

- ① Complete Dev. Ed. Proposal
- ② complete budget 7/1990
- ③ Finalize Prog. Dev. with Munsin associated
- ④ Complete debriefing with Dr. Moten - HBCU.
- ⑤ Finalize proposals for HBCU project
- ⑥ make list of contacts from meetings
- ⑦ Congressional Black Caucus and World Bank
- ⑧ attend AIB recruitment meeting at Spelman College
- ⑨ update program development status sheet
- ⑩ prepare for International Advisory Board Meeting
- ⑪ Complete letter of credit arrangements for HBCU project
- ⑫ Complete travel schedule

ANNEX 15

Policy and Procedure Manual  
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**NATIONAL COUNCIL OF NEGRO WOMEN, INC.**

**INTERNATIONAL DIVISION**

**POLICY AND PROCEDURES MANUAL**

**DRAFT**

NATIONAL COUNCIL OF NEGRO WOMEN/INTERNATIONAL DIVISION  
POLICY AND PROCEDURES MANUAL

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Program Development Manual  
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August 1989

**DRAFT**

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7. Reporting Guidelines
8. Sample Progress Report to Donor

ANNEX 17

Consultant Profile

**NATIONAL COUNCIL OF NEGRO WOMEN  
INTERNATIONAL DIVISION**

**CONSULTANT PROFILE**

**NAME** \_\_\_\_\_

**SOCIAL SECURITY NO.** \_\_\_\_\_

**ADDRESS** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**PHONE NO.** \_\_\_\_\_

**EDUCATION** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**COUNTRY EXPERIENCE** \_\_\_\_\_  
\_\_\_\_\_

**LANGUAGES** \_\_\_\_\_

**AVAILABILITY -**  
**SHORT TERM** \_\_\_\_\_

**LONG TERM** \_\_\_\_\_

**COMMENTS** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

PLEASE CHECK THE APPROPRIATE FIELD IN YOUR AREA OF EXPERTISE

- \_\_\_\_\_ Agricultural Economics
- \_\_\_\_\_ Agricultural Engineering
- \_\_\_\_\_ Agronomy
- \_\_\_\_\_ Animal Sciences
- \_\_\_\_\_ Anthropology
- \_\_\_\_\_ Apiculture/Sericulture
- \_\_\_\_\_ Biotechnology
- \_\_\_\_\_ Communication
- \_\_\_\_\_ Community Development
- \_\_\_\_\_ Cooperative Development
- \_\_\_\_\_ Data Processing
- \_\_\_\_\_ Economics/Agricultural
- \_\_\_\_\_ Education and Extension
- \_\_\_\_\_ Farming Systems
- \_\_\_\_\_ Finance
- \_\_\_\_\_ Fisheries/Aquaculture
- \_\_\_\_\_ Forestry/Range
- \_\_\_\_\_ Agro-forestry
- \_\_\_\_\_ Horticulture
- \_\_\_\_\_ Health
- \_\_\_\_\_ International Trade
- \_\_\_\_\_ Institutional Development
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- \_\_\_\_\_ Sociology
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