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PROJET D'APPUI AUX ONGS APPUI AIDE

PVO/NGO SUPPORT PROJECT
USAID PROJECT N° 685-0284
Amitie III - Villa n° 4332
DAKAR - Senegal

PVO SUPPORT PROJECT
PROJECT N° 685-0284
Villa n° 4332
DAKAR - Senegal

B.P. 10668 Dakar-Liberté

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AL PVO/NGO SUPPORT PROJECT
AID PROJECT N° 685-0284

FIRST ANNUAL ACTIVITY REPORT

JULY 1991 - JUNE 1992

USAID CONTRACT 624-0284-C-00-1042-00

USAID/DAKAR

Submitted by
Mary Ann Zimmerman
Chief of Party

Date of issue
August 1992

Best Available Document

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D R A F T - 5 AUG 92

PVO/NGO SUPPORT PROJECT
ANNUAL REPORT
PROJECT NO. 685-0284
CONTRACT NO. 624-0248-C-00-10M2-00
JULY 1, 1991 - JUNE 30, 1992

BACKGROUND

The PVO/NGO Support Project is an 8-year, \$15 million project funded by USAID. A grant agreement was signed between the governments of Senegal and the United States in June 1990. Project implementation started with the signing of a 5-year contract between USAID and New TransCentury Foundation (NTF) in mid-July 1991. The project goal is to improve the standard of living for poor Senegalese. The project purpose is to enable local NGOs, NGO associations and community groups, alone or in collaboration with PSPVOs, to plan, design and implement sustainable development activities (Annex 1. Project Logframe).

The project management unit, the Umbrella Support Unit (USU), began operations in September 1991 with the arrival in Dakar of the Chief of Party and Financial/Administrative Director. The complete initial USU team of 14 was in place in December 1991. This staff of six professionals and eight support personnel will be increased to approximately 20 as a result of the approved 1992 action plan and budget (Annex 2. USU Organizational Chart). The USU is organized into three functional areas: Program Management, Institutional Strengthening/Training, and Grants Management. The project receives policy guidance from a National Project Committee (NPC) composed of representatives from the Government of Senegal, the NGO community and USAID (Annex 3. National Project Committee) and

this report covers the first contract year (July 1, 1991 to June 30, 1992). Major activities planned during this year were primarily startup in nature and included office setup, staff recruitment, initial work plan/budget approval, office systems development and approval, proposal selection criteria development and approval, and startup of the grants selection process.

The report consists of two major sections: (1) a substantive activity report, and (2) an administrative report. Where possible results are compared to plans to allow an assessment of the project's progress to date.

SUBSTANTIVE ACTIVITY REPORT

Project Status

The review of project activities during the first contract year will be organized into three sections: (1) program management (by the USU, the Dakar-based project management unit) including finance and administration; (2) institutional development/training activities, and (3) grant activities. A summary of key activities planned during this first year (per contract) and status is contained in Annex 4. Key Activities.

1. Program Management

PLANNING/BUDGET/REPORTING. The development of an initial project implementation strategy (1992-1994) was started by an interdepartmental work group in November 1991. The initial draft was reviewed and discussed with the NPC in December. It was then revised and resubmitted with a draft 1992 work plan in early 1992. A final strategy, 1992 work plan and budget were submitted to the NPC and USAID for approval in March 1992. NPC approval was received in April. USAID approval for the strategy/work plan was received in April; the budget in May. This process helped to build common understanding of the project by the NPC, USAID, and the USU. Two significant issues were resolved with these approvals: a readjustment of local staff salaries, and an increase in the number of local staff. The purpose of each of these efforts was to strengthen the USU capacity to not only serve as project managers, but to also serve as resource persons to better attain the institutional development objectives of the project.

There are five core operating principles, adopted with the preliminary project implementation strategy, that guide the USU in project implementation. These include:

1. Decisions regarding project choices should be made on the basis of their "value added" to development in Senegal.

2. Organizational development as a means to increased self reliance and improvement of activity results is a project objective at two levels: at the community level, through the subgrant activities of NGOs with community groups; and at the NGO level, through efforts sponsored by the USU.

3. The USU will operate in a participatory manner, internally and externally; it will strive for transparency and maintain sufficient flexibility to make needed changes; it will seek means for decentralization where appropriate.

4. The active involvement of women in all aspects of the project should be inherent in project operations.

5. Project activities should respect the environment and work to minimize any negative impact to the environment.

Application of these principles is reflected in the indicators developed to measure results of project activities and in the overall approach the USU has attempted to implement.

Project activity reporting started with a September monthly report of activities which also served as the quarterly report. Beginning with the semi-annual reports submitted in February, the quarterly reports are being sent to both USAID and the NPC (in French). Monthly financial reports from the USU began in September to NTF. NTF is responsible for submittal of all financial reports to USAID.

During the first year, the NPC met ten times to discuss project direction and to give required approvals. The USAID project review committee met at least three times. The USAID project officer conducted two monitoring visits.

Also during the first year, approvals were received as required from USAID and/or the NPC for the following:

- NGO/project selection criteria/procedure (April)
- strategy/1992 work plan and budget (April/May)
- program management system, including monitoring & evaluation (May)
- financial management system (July)

OFFICE OPERATIONS. An indepth recruitment process was used to hire 12 Senegalese professional and support staff in October, 1991. This was done to insure an open selection process and one in which a highly skilled staff able to work in a participatory environment, could better be identified. With the approval of the workplan and budget, came the authority for hiring four new staff members (Assistant Grants Manager (reinstates position in USAID project paper), Assistant Institutional Development/Training, Secretary/Administrative Assistant Programs, and Chauffeur). A total USU staff of 20 is expected to be in place by the end of the 3Q92 (Annex 6. Current USU Staff): 6. Current USU Staff:

Team building/staff development and individual work/development plans were developed and implementation started. By June 1992, seven of the 14 initial team had participated in specific skill building activities in areas such as project design, institutional diagnosis, English, computer software utilization, and vehicle maintenance to reinforce their capacities as resource people. As a result of the development in project operations, job descriptions were reviewed and revised in May/June to better represent what was being done and needed.

Following the signing of the project contract in mid-July 1991, the two expatriate staff members relocated to Senegal by September 1, 1991. Logistics around office and housing needs occupied much of September. The office became operational in November with the hiring of the local staff. USAID procured furniture/equipment became available in October/November. Shipments from NTF of equipment and supplies were received in 1992.

Administrative, Financial and Personnel systems development began in September; elements were added as the need arose. After forms and procedures were tested and found to be satisfactory, automation of key activities took place. Detailed financial and accounting systems have been automated, as have a budget monitoring system, and certain administrative reports (such as person-months staff/consultant effort).

EXTERNAL RELATIONS. In addition to developments of working relations with USAID and the NPC, significant efforts have been made to establish links and credibility with key project partners (NGO community, donors, other related development projects, other institutions with similar development/NGO interests).

With the NGO community, there was need to reestablish the links between the NGOs and the project which was weakened in the delay between project design and contract signing. Besides one-on-one meetings with NGOs and consortia such as CONGAD and FONGS, the field visits conducted in February/March 1992 to all regions of Senegal to introduce the project to local officials/NGOs were key. Representatives from USAID and the Ministry of Women, Children and Family accompanied USU staff in these visits. Feedback was received that these meetings were viewed as positive because they took place in all regions, all NGOs were invited, and that the USU staff appeared to listen to the issues/concerns raised (see further discussion of these missions under grants management). A significant issue mentioned in virtually every region, which remains to be addressed in the future, was that of collaboration and followup at the regional level. Another issue is the collaboration of this project with other USAID-funded as well as other donor-funded projects.

2. Institutional Development/Training

In the first several months of activity, a data bank of consultants was developed to respond to the expected near-term needs of the project. Over 50 individuals and institutions were interviewed from the many CVs received. Quarterly consultant plans were prepared for the 2/3092 and a process starting with task definition through USAID consultant/daily rate approval established.

INSTITUTIONAL STRENGTHENING As indicated earlier, a core operating principle of the project is in the area of institutional development. A near term result of this has been the utilization of participative approach with NGOs and the USU, as well as between the USU staff and its consultants to begin capacity building at all levels.

During the first year, several key activities were completed around the development and testing of three methodologies which will become a base in the analysis of grant proposals and also in the determining of institutional strengthening activities. The methodologies include:

(1) beneficiary impact: a two to four day participatory process based on the techniques of rapid rural appraisal (RRA) which involves the local population, the NGO, and the USU staff; the result is information for the evaluation of the activity proposed by the NGO as well as a better understanding at all levels of the needs of the population; finally the NGO and local population are given access to a technique which could help improve their future collaboration

(2) institutional diagnosis: an intensive two to three day analysis involving all members of the NGO staff which addresses seven elements of an NGO: "carte d'identite", mission, environment - internal/external, management, internal operations, resources - material, financial, human, and services provided/results; the result is information for and feedback to the NGO on its overall strengths and weaknesses as well as the data needed to assess the capacity of the NGO to manage its proposed activity; this will serve as a basis for ongoing institutional development activities with the NGO as well as input in improving community-wide NGO institutional strengthening activities

(3) financial certification: a process to assess the capacity of the NGO to manage the financial aspects of the proposed activity; conducted in conjunction with the institutional diagnosis; provides basis for future institutional support activities with the NGO

Each of the three methodologies were tested with three NGOs. Feedback received from the participating NGOs were positive. Several of the NGOs were reticent at the start of the test of a methodology, especially the institutional diagnosis. At the end of the tests, all NGOs indicated that they found value in the processes beyond that as a step necessary to get project financing. One sensitive issue which is being addressed is that of confidentiality of data obtained. The USU staff is attempting to clearly distinguish between data necessary to make a decision on a grant request from that of a more internal/confidential nature needed for future institutional strengthening activities between the NGO and USU.

Three workshop/seminars were conducted in this first year. One, the first of a planned quarterly offering to interested NGOs, addressed project design and proposal writing. The other two were presented to USU staff on the utilization of the three methodologies. Similar introductory workshops are expected for NGOs on these methodologies in the future.

The Project Design/Proposal Writing Workshop/Seminar was jointly developed by CESAG and the USU in response to NGO requests as well as a need identified through a review of the proposals that had been submitted to the USU. The workshop was conducted in two phases: a 3-day project design session followed by a 2-day proposal writing session about 10 days after the first session. The purpose of the seminar was to introduce several tools (such as Rapid Rural Appraisal and the Logical Framework) as methods for NGOs to utilize in strengthening their collaboration with local populations in identifying problems which might be addressed through a development activity as well as designing the project and presenting it for financing.

As is further detailed in Annex 7, Project Design/Proposal Writing Seminar Statistics, there were 15 participants representing 15 NGOs. Twenty percent of the participants were from organizations headquartered outside Dakar; one participant was female. Although 12 of the organizations had previously submitted grant proposals to the project, after the seminar half requested their proposals back for redesign. Several redesigns were received before the 15 June deadline for the initial review cycle of macro grant proposals.

BASELINE STUDIES. It was anticipated that two baseline studies would be conducted near the end of the first contract year that would help direct future institutional strengthening activities: NGO training needs assessment, and partnership study. While terms of reference were prepared for both studies, it was decided to delay the studies until after the summer/rainy season when NGOs would be more available. Because of the level of staff effort needed to complete the institutional strengthening activities described above as well as collaborate in the development of grants management procedures, it was not possible to conduct these studies earlier in the year. However, the inputs received directly from the field visits, tests of methodologies and meetings with NGOs provided a solid basis for the activities developed during the first year.

CONSULTATIVE COMMITTEE. It was planned in the USAID project paper that an advisory consultative committee would be established by the USU to help it develop its institutional development program and evaluate the results. Preliminary work was started to define the role and functioning of the committee as well as the criteria for selection of committee members. It is anticipated that committee members will include individuals from NGOs, service

providers to NGOs (such as training organizations), and donors and others interested in development/NGO activities. Establishment of this committee is a priority for the 3092.

Based on the NGO community contacts to date and results from the initial activities provided, the USU has begun refining ideas on the approach to be used to achieve the project's institutional development objective. The committee will be used to help further develop these ideas as institutional strengthening activities increase in the coming year.

3. Grants Management:

During the first year, priority was given to developing the systems and procedures to start implementation of the grants program.

SELECTION CRITERIA/PROCESS. In December and January, in conjunction with the development of the project strategy and action plan, the development of NGO eligibility and project selection criteria was started. Meetings were held with several similar projects, such as those funded by UNDP (FAIB and Reseau Africa 2000) for input on issues/approaches to be considered. In this preliminary phase, discussions were also held with members of the NPC and USAID to understand their concerns.

A draft set of criteria and selection processes were then prepared for discussion in a series of visits to the 10 regions of Senegal. The meetings took place in February/March 1992, and included representatives of the regional administrations and technical service organizations as well as NGO staff in each region. Approximately 450 people participated in these meetings which were also covered in the SOLEIL and on local radio. Half the participants were government officials; half from NGOs and other local nonprofit organizations. Of the over 200 people from NGOs at these sessions, approximately 140 organizations were represented (Annex 8. Contacts - NGOs, Others).

Through these discussions, comments and concerns were raised about the implementation of the project and the criteria for NGO and activity selection; suggestions for addressing the concerns were also presented. Typical of the issues raised were:

- NGOs are not represented or active in all regions; special consideration should be given underrepresented regions
- in some cases Associations play a role similar to NGOs in acting as catalyst for implementation of development activities; they should be eligible for project funding
- grant activity followup and other project activities need to be handled at a more local level, not just from Dakar
- control versus coordination of activities as well as

communication at the regional level are key discussion points in implementing decentralization activities by all groups

- three year implementation limitation grant activities; longer time periods need to be considered
- project policy on use of credit versus grants for activity implementation

Based on these and other inputs, the draft criteria were modified and presented to the NPC for approval. Several key changes and clarifications made include a broadening of the definition of the type of organization eligible for grant funding (beyond just registered NGOs), recognition of possible funding of projects designed in phases, objective by the USU to decentralize its activities where possible (such as through regionally based institutional strengthening activities, collaboration with regional organizations in design of monitoring and evaluation activities).

INFORMATION MANUAL/NGO CONTACTS. Following the approval of the eligibility and project selection criteria by the NPC, a information manual was prepared for distribution to organizations interested in submitting proposals for funding consideration. This manual contains all the information needed by an organization preparing a project proposal (draft proposal/budget formats and guidelines on their use, adopted eligibility/selection criteria, selection procedure and approximate timetable, etc.). In addition, general information about the project and the institutional strengthening activities are given.

Since preparation of this document at the end of May 1992, over 100 copies have been distributed. Copies were sent directly to NGOs, via regional representatives of the Department of Community Development, through USAID, and in conjunction with meetings held with NGOs at the USU offices.

Through June, over 50 meetings were held with NGO representatives through appointments with USU staff or joint meetings with the USAID Project Officer. Summary data on NGO contacts are contained in Annex 8. Contacts with NGOs and others:

GRANT REVIEW PROCESS: Since the opening of the USU offices in 1991, project proposals have been received directly and through USAID. Through June, a total of 82 proposals had been received: 76% from NGO, the rest from other types of development and community organizations. Fifty percent of the requests which specified amount solicited were for funding in excess of \$200,000, the defining point of macro grants. Nearly 60% of the requests had agriculture as a primary domain of activity. While requests were received for implementation throughout Senegal, four regions predominated in the number of proposed activities: Dakar, Thies, St. Louis, and Kaolack (Annex 9. Total Proposals Received, June 1992).

With the adoption of the project selection criteria and 1992 action plan, a date of June 15 was established for the start of the first round of grant reviews - in this case for macro grant requests. While nearly 30 documents were received by this deadline, 22 were actually included in the first phase internal USU review. The difference in number reflects those proposals retrieved by the NGO for further design work and resubmittal.

The 22 proposals were each reviewed by two USU staff members. An evaluation was prepared versus the organizational and project selection criteria adopted by the NPC. Each proposal was then discussed by the USU internal project review committee. The statistics concerning the 22 proposals reviewed are contained in Annex 10. First Round Grant Review - Macro. From these 22 proposals, a preliminary selection of eight proposals was made by the USU internal review committee for field review. The NPC and USAID will make the final decision regarding awarding of grants based on the internal and field analyses made by the USU.

Problems Encountered/Actions Taken

1. Program Management

Two issues dominated and impacted program management activities in this first year: local staff salaries, and approval processes.

With the recruitment process for local staff which took place in October, it became obvious that the budget for local staff salaries was insufficient. The need to adjust salary levels was based on two things: the desire to use USU staff as resource persons as well as program managers, and the need to have a salary structure that would better reflect past salary histories of the people with the skills to immediately handle these increased job responsibilities, and to recognize cost of living increases and exchange rate differences that had taken place since the preparation of the budget.

In the near term, one assistant grants manager position was eliminated and salary ranges maximized for other positions to the extent possible within approved budget limitations. Work was also begun to revise the local salary budget and obtain necessary approvals. This revision process was finally resolved with the budget approval by the NPC in April and USAID in May. With this approval also came approval to reinstitute the eliminated assistant grants manager position, and to add three other positions: assistant - institutional development/training, secretary/administrative assistant - programs, and chauffeur. While these negotiations were proceeding, the grants manager left for a new position, in part due to the salary issue. The position was not filled until July, after the salary adjustments were approved.

All approvals from USAID and the NPC took longer than planned. One reason was the need to develop an efficient process. Another reason was the need to develop consensus around project objectives and implementation philosophy. For example, the strategy, action plan, and budget were presented in stages and used to develop an understanding among the USU, USAID and the NPC which should help in the future. The benefit of this approach was reflected in the strategy, action plan, budget finally approved that recognized the value of USU staff as resource persons and the agreement to increase the number of local staff to handle this work as well as increasing the local staff salary budget.

2. Institutional Strengthening/Training

A key issue in the development of the project strategy related to the definition of institutional developments within the project and the operating approach to be taken. With the adoption of the strategy/action plan several key actions were taken:

definition of institutional developments as a core operating principle

- agreement to concept of institutional support grants as part of the activity grants
- increase in amount available for micro grants to include money for NGO institutional support

The delay in the development of the Consultative Committee was based on two decisions regarding priorities: the first was to focus efforts on grants implementation after the departure of the Grants Manager; the second was to work in collaboration with the consultants used to test the key institutional development methodologies and initial training workshop. While the establishment of the Committee is a key item for 3Q92, another important point is the addition of an Assistant Institutional Development/Training which will greatly increase the staff resources in this area.

3. Grants

Key issues identified regarding organization/project selection criteria were dealt with in the revision and subsequent adoption of these criteria. Other issues which will have to be addressed with the implementation of grant activities are known and initial contacts made with individuals who will be involved in their resolution.

The lack of a Grants Manager after January, along with the elimination of an Assistant Grants Manager position, left the grants area with one full time staff member. In spite of this reduced staffing, priority tasks were all completed, generally on time and with good quality. However, the level of work caused

other lesser priority tasks to be delayed, and eliminated much of the forward planning and reflection desirable for long term results.

With the addition of the new staff and hiring of a Grants Manager in June/July, the staffing is now in place for implementing the resource/support role envisioned.

Conclusions/Recommendations

The startup year of the PVO/NGO Support Project accomplished its major objectives generally on time. A certain level of credibility has been established as seen in the approval of an increased staffing level/budget. Another indication is the actions taken by NGOs who have participated in various startup activities of the project to utilize information gained through the project to improve their own operations.

With the completion of the first round of grant reviews, an assessment and possible modification of the processes used will be needed. At that time, USU staffing and orientation of new staff will be complete. In addition, a better idea of NGO demand for financial and institutional development support will be known. A more realistic estimation of what is needed and can be done with the resources available will be possible.

The issues of collaboration and coordination - of this project at the regional level as well as with other USAID and other donor projects - need to be addressed and an approach(es) developed, even on a pilot basis.

Plans for Upcoming Six Months

Plans for only the upcoming six months (July - December, 1992) are included because the adopted action plan/budget is for calendar year 1992. It is intended that by the end of the year, this plan will be updated through June 1993. At that time, a contract year annual plan/budget will be adopted. Among the key activities planned to the end of 1992 are:

1. Program Management
 - approvals/signing of grant protocols, 1st round of grants
 - 1st disbursement of grant funds
 - annual program review (CNP)
 - 18 month internal management evaluation (AID/CNP)
 - external review/lessons learned session (by partners)
 - key contact program
 - information briefs on program methodologies, other key issues
 - review implementation strategy, develop 6 month extension of annual plan/budget to June 30, 1993
 - investigate approaches to suivi/"outreach" in regions

- investigate alternative approaches vis-a-vis co-financing, coordination with other donors and other AID projects
 - complete new staff hiring
 - staff performance reviews/salary adjustments
 - finalize/initiate grants financial management system
 - office/equipment changes for new staff
 - vehicles monitoring system : inventory
2. Institutional Development/Training
- Consultative Committee
 - quarterly project design/proposal writing workshops
 - start quarterly methodology introduction workshops
 - training in use of MARP (méthode accélérée de recherche participative)
 - partnership study
 - MIS system finalization/implementation
 - NGO training needs assessment
 - NGO service network study
 - training provider institutional assessment (through HRDA)
3. Grants Management
- report of first round reviews/recommendations to CNP/AID
 - final project designs/budgets - 1st round grants
 - finalize, initiate grants activities management system, including monitoring and evaluation system
 - evaluate/modify assessment processes
 - internal proposal reviews
 - field analyses
 - micro vs. macro
 - initiate 2nd round grant reviews (macro/micro)

ADMINISTRATIVE REPORT

REPORT 2004

This report includes a summary of project expenses and personnel utilization over the first year of the project (July 1, 1991 to June 30, 1992). The expense information is provided according to the line item budget included in the contract.

You will find the summary of the contract financial report showing the contract budget, the expenditures to date and the budget available as of June 30, 1992.

For your information, the local accounts (expenditures in Senegal) are included up to May 31, 1992 and the U.S. based expenditures are included up to June 30, 1992.

The personnel utilization report includes person-month utilization for:

- Annex A: U.S.U. Expatriate Staff - Field Staff Salaries
- Annex B: NTE home office backstopping - Home Office Salaries
- Annex C: U.S.U. Local Staff - Local Hire Salaries
- Annex D: U.S.U. - Local Consultants
- Annex E: Institutional Strengthening Activities - Local Consultants
- Annex F: Subgrant Activities - Local Consultants
- Annex G: Subcontract Yirawah Int'l - International Consultants

As of July 1, 1992 this report format will be slightly modified to reflect those changes concerning the Institutional Strengthening Activities and Subgrant Activities in regards to local staff salaries as well as local consultants.

NEW TRANSCENTURY FOUNDATION
SENEGAL PVO/NGO PROJECT 6000
(SECOND SEMI-ANNUAL) FINANCIAL REPORT (FIRST ANNUAL)

DESCRIPTION	CONTRACT BUDGET (IN USD)	EXPENDITURES TO DATE 07/91-06/92	BUDGET AVAILABLE AS OF 06/92	FOR DETAILS SEE ANNEXE NO.
I -FIELD STAFF SALARIES	695,640.00	149,181.14	546,266.86	A
II -FIELD STAFF FRINGE @ 26,1%	181,512.00	38,936.28	142,575.72	A
III -HOME OFFICE SALARIES	56,627.00	9,170.43	47,456.57	B
IV -HOME OFFICE FRINGE @ 26,1%	14,780.00	2,393.50	12,386.50	B
V -LOCAL HIRE SALARIES & FRINGE	695,321.00	56,989.74	638,331.26	C
VI -SUBTOTAL (I THRU V)	1,643,680.00	256,671.06	1,387,016.94	
VII -FIELD STAFF OVERHEAD @ 29,7%	260,457.00	55,806.20	204,650.80	
VIII-HOME OFFICE OVERHEAD @ 59,3%	42,344.00	6,287.75	36,056.25	
IX -SUBTOTAL (VII THRU VIII)	302,801.00	62,093.95	240,707.05	
X -CONSULTANTS	69,300.00	9,274.61	60,025.39	D
XI -TRAVEL & TRANSPORTATION	40,960.00	9,969.44	30,990.56	
XII -ALLOWANCES	354,584.00	56,093.74	298,490.26	
XIII-EXPENDABLE SUPPLIES	25,000.00	5,736.72	19,263.28	
XIV -EQUIPMENT	81,150.00	17,960.93	63,189.07	
XV -OTHER DIRECT COSTS	352,903.00	53,314.95	299,588.05	
XVI -INSTIT. STRENGTHENING ACTIV.	1,150,000.00	14,502.31	1,135,497.69	E
XVII-SUBTOTAL (X THRU XVI)	2,073,897.00	166,862.70	1,907,040.30	
XVIII-TOTAL DIRECT COSTS/OVERHEAD	4,020,386.00	485,537.71	3,534,768.29	
XIX -G & A @ 12,5% OF XVIII	502,548.00	60,701.51	441,766.49	
	0.00	235.26	(235.26)	
XX -SUBTOTAL (XVIII THRU XIX)	4,522,934.00	546,234.48	3,976,299.52	
XXI -SUBGRANT ACTIVITIES	4,900,000.00	155.45	4,899,844.55	F
XXII-PASS THRU G & A @ 2,41% OF XX	118,090.00	3.75	118,086.25	
XXIII-SUBTOTAL (XXI THRU XXII)	5,018,090.00	159.20	5,017,930.80	
XXIV-SUBCONTRACT - YIRAWAH INT'L)	521,444.00	0.00	521,444.00	G
XXV -TOTAL (XX,XXIII,XXIV)	10,062,469.00	546,793.68	9,515,674.32	

NEW TRANSCENTURY FOUNDATION

SENEGAL PVO/NGO PROJECT 6800

ANNEXE NO.: A

FIELD STAFF SALARIES & FRINGE (SECOND SEMI-ANNUAL) FINANCIAL REPORT (FIRST ANNUAL)

SCHEDULE NO. I & II PERIOD FROM JULY 1/91 TO JUNE 30/92

DESCRIPTION	CONTRACT	BUDGET	NAME	LEVEL OF EFFORT	EXPENDITURES	BUDGET	COMMENTS
				TO DATE	TO DATE	AVAILABLE DATE	
		(IN USD)		07/91-06/92	07/91-06/92	AS OF 06/30/92	
COP-INSTIT.DEV.SPEC. 60 PM		442,813.00	M.A. ZIMMERMAN	8.79	77,730.85	365,082.15	
COP-FRINGE @ 26.1%		115,574.84			20,287.75	95,286.49	
FINANCIAL/ADMIN. MGR 36 PM		252,635.00	R. PRONOVOST	8.04	71,450.29	181,184.71	
FIN/ADM FRINGE @ 26.1%		65,937.76			18,648.53	47,289.23	
TOTAL STAFF SALARIES & FRINGE		876,960.00		16.83	188,117.42	688,842.58	

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NEW TRANSCENTURY FOUNDATION
 SENEGAL PVO/NGO PROJECT 6800
 (SECOND-SEMI-ANNUAL) -- FINANCIAL REPORT (FIRST ANNUAL)
 PERIOD FROM: JULY 1/91 TO JUNE 30/92

ANNEXE NO.: B
 OFFICE SALARIES & FRINGE
 SCHEDULE NO. III & IV

ITEMS	DESCRIPTION	CONTRACT BUDGET (IN USD)	NAME	LEVEL OF EFFORT		EXPENDITURES		BUDGET AVAILABLE AS OF 06/30/92	COMMENTS
				TO DATE	TO DATE	TO DATE	TO DATE		
NO PROJ.COORD COWAN		0.00	F.COWAN	16 HRS	0.79	0.00	6,130.97	(6,130.97)	
NO PROJ.COORD FIATOR 24D/YR		34,215.00			0.00	0.00	0.00	34,215.00	
NO PROJ.COORD.FRINGE 0.26.1%		8,930.25			0.00	0.00	1,630.46	7,299.79	
NO ADM.ASST. DANOWSKI 24D/YR		22,412.00	D.DANOWSKI	24 FHR	0.60	0.00	19,009.46	19,372.54	
NO ADM.ASST. FRINGE 0.26.1%		5,849.75			0.00	0.00	1,763.04	5,086.71	
TOTAL N.O.SALARIES & FRINGE		71,407.00			1.39	0.00	11,563.93	59,843.07	

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NEW TRANSCENTURY FOUNDATION

SENEGAL PVO/NGO PROJECT 6800

AGENCY RECORD (SEMI-ANNUAL) FINANCIAL REPORT (FIRST ANNUAL)
 PERIOD FROM JULY 1991 TO JUNE 30/92

ANNEXE NO. : C
 LOCAL WAGE SALARIES & FRINGE
 SCHEDULE NO. V

DESCRIPTION	CONTRACT BUDGET (IN USD)	DESCRIPTION	LEVEL OF EFFORT		EXPENDITURES TO DATE	BUDGET AVAILABLE AS OF 06/30/92	COMMENTS
			TO DATE 07/91-06/92	TO DATE 07/91-06/92			
LOCAL PROFESSIONAL:							
FINANCIAL/ADMIN.MGR 24 PM	49,453.70	FINANCIAL/ADMIN.MGR 24 PM	0.00	49,453.70	0.00	49,453.70	
GRANTS MANAGER 60 PM	126,537.39	GRANTS MANAGER 60 PM	2.00	537.39	4,003.39	122,534.00	
ASST. GRANTS MANAGER 60 PM	69,596.54	ASST. GRANTS MANAGER 60 PM	6.99	596.54	8,959.86	60,636.68	
MACRO GRANTS MANAGER 60 PM	69,596.54	MACRO GRANTS MANAGER 60 PM	0.00	596.54	0.00	69,596.54	
INST. DEV. MGR/TRAINING 60 PM	115,149.22	INST. DEV. MGR/TRAINING 60 PM	6.00	149.22	10,521.09	104,628.13	
SUPPORT STAFF:							
SUPPORT STAFF	264,987.63	SUPPORT STAFF	0.00	0.00	33,505.40	231,482.23	
TOTAL LOCAL SALARIES/FRINGE	695,321.00	TOTAL LOCAL SALARIES/FRINGE	14.77	0.00	56,989.74	638,331.26	

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NEW TRANSCENTURY FOUNDATION

SENEGAL PYO/NGO PROJECT 6800

(SECOND SEMI-ANNUAL) FINANCIAL REPORT (FIRST ANNUAL)

PERIOD FROM JULY 1/91 TO JUNE 30/92

ANNEXE NO.: 0
CONSULTANTS: 0000
SCHEDULE-NO. X

DESCRIPTION	CONTRACT BUDGET (IN USD)	UNIT OF MEASURE	LEVEL OF EFFORT	EXPENDITURES		BUDGET AVAILABLE AS OF 06/30/92	COMMENTS
				TO DATE (USD)	TO DATE		
CONSULTANTS 18PH-396 DAYS	69,300.00	PH DAYS	0.00	0.00	0.00		
SEPT/91	0.00	ACA RECRUITMENT	0.60	0.00	2,319.06		
NOV/91	0.00	ACA RECRUITMENT	0.71	0.00	2,730.11		
NOV/91	0.00	UNIVERS SOCIAL-L	0.34	0.00	1,325.09		
DEC/91	0.00	UNIVERS SOCIAL-L	0.37	0.00	1,415.16		
MAR/92	0.00	UNIVERS SOCIAL-L	0.19	0.00	757.58		
MAR/92	0.00	ACI TRANSLATION	0.15	0.00	559.70		
APR/92	0.00	BADJI TRANSLATIO	0.04	0.00	167.91	60,025.39	
TOTAL:	69,300.00		2.40	0.00	9,274.61	60,025.39	

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NEW TRANSCENTURY FOUNDATION
SENEGAL PYO/NGO PROJECT 6900

ANNEXE NO. : E
REINFORCEMENT ACTIV.
SCHEDULE NO. XVI

VI (SECOND SEMI-ANNUAL) FINANCIAL REPORT (FIRST-ANNUAL)
PERIOD FROM JULY 1/91 TO JUNE 30/92

DESCRIPTION	CONTRACT BUDGET (IN USD)	NAME	LEVEL OF EFFORT TO DATE	EXPENDITURES TO DATE	BUDGET AVAILABLE AS OF 06/30/92	REMARKS/COMMENTS
INST. STRENGTHENING ACTIVITIES	1,150,000.00		0.00	0.00		
FINANCIAL CERTIFICATION	0.00	CONSULTANTS	0.39	1,492.54		
WORKSHOP CONCEPT PAPER	0.00	CONSULTANTS	0.64	2,447.74		
STAFF DEVELOPMENT - RETREAT	0.00	CONSULTANTS	0.19	746.27		
LOCAL TRANSPORT	0.00	OTHER COSTS	0.00	111.94		
COMMUNICATIONS	0.00	OTHER COSTS	0.00	14.85		
DOCUMENTATION	0.00	OTHER COSTS	0.00	59.66		
TRAINING ACTIVITIES	0.00	OTHER COSTS	0.00	1,360.15		
LOGISTICS	0.00	OTHER COSTS	0.00	715.99		
SUPPLIES	0.00	OTHER COSTS	0.00	2,334.34		
PER DIEM	0.00	OTHER COSTS	0.00	5,218.80		
TOTAL	1,150,000.00		1.22	14,502.31	1,135,497.69	

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NEW TRANSCENTURY FOUNDATION
 SENEGAL PVO/NGO PROJECT 6800
 (SECOND SEMI-ANNUAL) FINANCIAL REPORT (FIRST ANNUAL)
 PERIOD FROM JULY 1/91 TO JUNE 30/92

ANNEXE NO. : F
 PROGRAM ACTIVITIES
 SCHEDULE NO. XXI

LINES	DESCRIPTION	CONTRACT BUDGET (IN USD)	NAME	LEVEL OF EFFORT TO DATE	EXPENDITURES		BUDGET AVAILABLE DATE AS OF 06/30/92	COMMENTS
					BUDGET	TO DATE		
				07/91-06/92	07/91-06/92			
	SUBGRANT ACTIVITIES	4,900,000.00		0.00	300.00	0.00		
	CONCEPT PAPER - SUPPLIES	0.00	OTHER COSTS	0.00	0.00	155.45		
	TOTAL	4,900,000.00		0.00	300.00	155.45	4,899,844.55	

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ANNEXE NO.: G
 SUBCONTRACT: YIANNAN INTL
 SCHEDULE NO. XXIV

SENEGAL PVO/NGO PROJECT 6800
 (SECOND SEMI-ANNUAL) FINANCIAL REPORT (FIRST ANNUAL)
 PERIOD FROM JULY 1/91 TO JUNE 30/92

LINE	DESCRIPTION	CONTRACT BUDGET (IN USD)	NAME	LEVEL OF EFFORT		TOTAL EXPENDITURES		BUDGET		COMMENTS
				TO DATE	07/91-06/92	TO DATE	07/91-06/92	AVAILABLE	DATE	
HOME OFFICE SUPPORT & FRINGE:										
	COORDINATOR DR. TARIK BHATA									
	YEAR 1 TO 5 - 60 DAYS	22,465.00		0.00		0.00		22,465.00		
U.S. CONSULTANTS:										
	YEAR 1 TO 5 - 30 PM/660 DAYS	178,200.00		0.00		0.00		178,200.00		
U.S. TRAVEL:										
	YEAR 1 TO 5 - 20 ROUND TRIP	52,142.00		0.00		0.00		52,142.00		
PER DIEM:										
	YEAR 1 TO 5 - 900 DAYS	160,200.00		0.00		0.00		160,200.00		
OTHER DIRECT COSTS:										
	DBA INSURANCE	6,130.00		0.00		0.00		6,130.00		
	PREDEPARTURE EXPENSES	2,000.00		0.00		0.00		2,000.00		
	MEDIVAC INSURANCE	1,200.00		0.00		0.00		1,200.00		
	COMMUNICATIONS	6,500.00		0.00		0.00		6,500.00		
	MESSENGER SERVICE	1,900.00		0.00		0.00		1,900.00		
	SUPPLIES	3,800.00		0.00		0.00		3,800.00		
	TOTAL OTHER DIRECT COSTS	21,530.00		0.00		0.00		21,530.00		
OVERHEAD:										
	YEAR 1 TO 5	86,907.00		0.00		0.00		86,907.00		
LIFE OF PROJECT BUDGET:										
	TOTAL YEAR 1 TO 5	521,444.00		0.00		0.00		521,444.00		

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ANNEX 1

PROJECT LOGFRAME

LOGICAL FRAMEWORK

PROJECT: SENEGAL PVO/WCO SUPPORT

NUMBER: 685 0284

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Improved standard of living for poor Senegalese.</p>	<p>1. Committees assisted show increase in agricultural production and sales over LOP.</p> <p>2. Committees assisted have increased access to necessary inputs, goods and markets over LOP.</p> <p>3. People in communities assisted have improved access to primary health care, literacy training and credit and savings.</p>	<p>1. WCO monitoring reports.</p> <p>2. Baseline surveys of target communities.</p> <p>3. Evaluations/Impact studies.</p>	<p>- Economic destabilization and sound agricultural pricing policy continue.</p> <p>- Adequate markets for increased production.</p> <p>- Assistance of govt extension and technical agents.</p>
<p>Project Purpose:</p> <p>To enable local WCOs, WCO associations and community groups, with U.S. PVO assistance, to plan, design and carry out sustainable development activities.</p>	<p>1. 10% of community activities become self-sustaining by EUP.</p> <p>2. 50% of assisted communities plan and carry out new activities by EUP.</p> <p>3. 50% of assisted under project plan, design and carry out expanded development activities funded by USAID or other funding sources.</p> <p>4. Established collaborative partnerships and working relationships between U.S. PVOs and local WCOs and WCO associations.</p> <p>5. Strengthened WCO/PVO service organization fully responding to needs of member WCOs/PVOs.</p>	<p>1. Project records</p> <p>2. WCO/PVO monitoring reports</p> <p>3. Impact studies/project evaluations</p> <p>4. Financial records</p>	<p>- Incentives continue for increased ag. production.</p> <p>- Continued decrease of direct ODS role in community activities.</p> <p>- PVO/WCO/COS collaboration at national and local levels.</p> <p>- Incentives continue for increased community involvement in economic activities (ie, formation of CIEs).</p>

Best Available Document

ANEX C

NUMBER: 685 0284

PROJECT: SENEGAL PVO/NGO SUPPORT LOGICAL FRAMEWORK

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Outputs:</p> <ol style="list-style-type: none">1. U.S. PVO local NGO relationships strengthened.2. Organizational/institutional development of local NGOs.3. Local level sustainable productive activities established and providing income or other benefits to local groups.4. Improved services available to NGO beneficiaries - villagers, micro-SSEs.5. Training for NGOs and NGO association staff.	<ol style="list-style-type: none">1. Up to 6 U.S. PVO/NGO collaborative sub grants funded to further institutional relationships through joint activities.2. 75 NGOs receive training and TA for improved planning, financial management, project design, monitoring, evaluation and implementation capacity.3. Up to 20 larger sub-grants and 20 micro sub grants awarded to NGOs and/or PVOs to assist 70 150 community-level groups for sustainable, productive, activities focused on agriculture, natural resource management, micro and small-scale enterprise support, primary health care and family planning.4. Strengthened NGO consortia and NGO federations and associations providing improved services to their members.5. Local training institutions develop capacity to provide required training to NGOs.6. NGO/PVO monitoring, technical resource and information systems in place and functioning.	<p>Project evaluations, sub-project evaluations, project reports, project implementation reviews.</p>	<p>U.S. PVOs and local NGOs work collaboratively on NGO capacity building and sub-grantee prod activities</p> <p>NGO organization (COMCAD) provides timely and effective coordination and solutions to problems.</p> <p>Local groups exist with ideas / productive and sustainable acti</p> <p>COM continues to see PVO/NGO as complementary and important sources of local level assistance.</p>

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LOGICAL FRAMEWORK

NUMBER: 685-0264

PROJECT: SENEGAL PVO/NGO SUPPORT

IMPORTANT ASSUMPTIONS

NARRATIVE SUMMARY

OBJECTIVELY VERIFIABLE INDICATORS

MEANS OF VERIFICATION

Project Inputs - (\$000)

A. AID:	5,478
1. Project Management	392
2. USAID Oversight	1,450
3. Training/Inst. Strength. Sub projects	7,250
Evaluations/Audits	430
SUB-TOTAL	815,000
B. PVOs/NGOs/Community Groups	81,500
TOTAL PROJECT	\$16,500

Project implementation reviews
Project accounting and financial records

- Subproject proposals from both U.S. PVOs and local NGOs will be received which meet interagency criteria.
- Competent umbrella management organization will be selected and begin implementation on timely basis.
- Productive working relationships established between USAID, WPC, CONCAD, U.S. PVOs, local NGO and local PVO/NGO consortia.

Senegal PVO/NGO Support Project Paper, Annex C

ANNEX 2

USU ORGANIZATIONAL CHART

ANNEX 3

NATIONAL PROJECT COMMITTEE

ANNEX 3

ATTACHMENT III

NATIONAL PROJECT COMMITTEE

25 FEBRUARY 1992

- Amadou GUEYE:** Directeur de Cabinet au Ministère de la Femme, de l'Enfant et de la Famille - DAKAR
Tel : 23-33-55
- Cheikh AMAR:** Chef de Service du Développement Communautaire au Ministère de la Femme, de l'Enfant et de la Famille - DAKAR
Tel : 23-98-16
- Amadou BA:** Responsables des O.N.G. au Ministère de l'Economie des Finances et du Plan - DAKAR
Direction Dette et Cooperation Financiere - piece 309
Tel : 21-63-41 pte 1193
- Ibrahima SAMB:** Dept Amerique au Ministère de l'Economie des Finances et du Plan - DAKAR
Direction Dette et Cooperation Financiere - piece 314
Tel : 22-56-38
- Fatoumata SOW:** APAC - 38 bd Republique 2e etage - DAKAR
Tel : 21-08-15 - CONGAD : 21-47-20
- Abdou SARR:** OXFAM-UK - Bd Dial Diop - DAKAR
B.P. 3476
Tel : 24-19-00 / 25-17-87
- Abdoulaye NDIAYE:** USAID/Project Officer, PVO/NGO - DAKAR
1, Place de l'Independance
B.P. 49
Tel : 23-14-83 (poste 484)
- MaryAnn ZIMMERMAN:** Chief of Party, PVO NGO Support Project
B.P. 10668 Dakar Liberte,
Av Bourguiba Amitie III villa nr. 4332
Tel : 24-03-45

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ANNEX 4

KEY ACTIVITIES

July 1, 1991 - June 30, 1992

<u>KEY ACTIVITY</u>	<u>RESULT</u>
1. <u>Program Management</u>	
- Contract signed	15 July 1991
- Expatriate team with 1 mo of contact	1 Sept 1991
- Complete team by end of September	end October 91 (start work Nov)
- Financial Management System approved end Dec	May submittal, July approval
- Establish office/systems	end October
- M&E System approved end Mar	March submittal, May approval
- Project Management System by end Feb	March submittal
- Annual work plan/budget approval end Nov	March final submittal, Apr/May approval
- Reports/review	Monthly financial reports - Aug on Quarterly/Semi-annual reports - Oct, Feb, Apr
2. <u>Institutional Strengthening/Training</u>	
- Develop methodologies for inst strengthening	June
- NGO needs assessment	(September - scheduled)
- Partnership study	(September - scheduled)
- Consultative Committee	(3Q - scheduled)
3. <u>Grants Management</u>	
- Selection criteria approval	April
- Information manual	May/June
- Start grants review	15 June - macro

(*) per NTF - USAID Contract signed mid July 1991

1992 PLAN (APPROVED APRIL 1992)

ANNEX 5

ATTACHMENT III - 1992 WORK PLAN

Nr. ACTIVITIES

Nr. ACTIVITIES	1992												Resp.	Consultants			Others
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		Loc	Exp	Int	
I MGMT/ADM/FIN (DIR/DAF)														DIR/DAF			
A EXTERNAL RELATIONS													DIR				
A1 NPC													DIR				
- Criteria approval				X													NPC
- Quarter meetings				X					X								NPC
- Grants approvals								X		X							NPC
- Semi annual program review			X					X									NPC
- Ann. work plan/budget appro.			X					X									NPC
- USU reports				X				X		X			DIR				
A2 GOS/Local Administration													DIR				
Regional meetings			X					X									
A3 AID													DIR				
- Project Comm. grants appro.								X		X							AID
- Quarterly report		X		X				X		X							
- Semi annual report		X						X									
- Annual report								X									
- Other project contacts													GS/DIR	DAF			
- Annual work plan/budget app.			X					X									AID
Fin mgmt sys appro (USU)			X														AID
Mon/Eval sys appro				X													AID
Fin mgmt sys appro (NGO)								X									AID
Internal mgmt evaluation											X						AID/CNP
A4 Key Contacts													DIR				
(NGO, donors, other develop. entities)																	
A5 Annual External Program Rev. (by project partners)												X	DIR				NPC/AID others
A6 Public Relations													DIR				
A7 Documentation Center													DAF				
B PROGRAM MANAGEMENT													DIR				
B1 Program Mgmt System/Manual				X													
B2 Strategy (dev, review)		X				X											
B3 Annual work plan/budget						X							DIR/DAF				
B4 Staff Development							X						DIR				
- Indiv. dev. plan/impl.				X							X						
- Evaluat. of Staff Dev. Prog.											X						
- Staff planning/team buil.				X					X		X						
B5 Management Program Reviews		X			X			X			X						X
B6 Computerize prog. mgmt sys		X								X			DIR/DAF				
C FINANCIAL MANAGEMENT/ACCTG													DAF				
1 Financial mgmt/acctg annual				X													
2 Dev/impl fin/acctg system																	
- Bank acct (USU)																	
- Bank acct (NGO-grants)																	
- Acctg plan (USU)		X															
- Acctg plan (NGO-grants)																	
- Donor's account																	
- Monthly reports																	

ATTACHMENT III - 1992 WORK PLAN

ATTACHMENT III

1992 WORK PLAN

Mr. ACTIVITIES

Mr. ACTIVITIES	1992												Consultants		Others		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Reap.	Loc	Exp.	Dec	NA
- Bank reconciliation																	
- Cash reconciliation																	
- Financial report/NTF																	
- Cash flow/Funds transfer																	
- Quarterly financial Status report from AID				X			X			X							AIC
C3 Financ. Mgmt System for grant: System dev							X										
no rept (NGO)/anal											X	X					NGO
Quarterly reviews (1993)													X				
Quarterly disbursement													X				
C4 Annual budget																	
- Development			X			X											
- Implementation																	
- Semi annual adm. report to AID		X							X								
C5 Annual review/report of NGO fin obs (sep 1993)																	
C6 Internal controls/audit																	
- development			X														
- execution																	
C7 Computerizing of Fin sys																	
- USU					X												X
- NGO grants							X										X
D ADMINISTRATION													DAF				
D1 Administrative Procedures Manual				X													X
D2 Registrations - Office			X														X
D3 Personnel																	
- Personnel policies				X													
- Work contracts	X	X	X														
Job descriptions (reviews)				X													
- Individual work plans				X													
- Performance Evaluation	X	X	X							X	X	X					
- Salary review/revision											X						
D4 Physical Inventory system																	
- Office, Res			X														
- NGO																	
- Annual review (USU/NGO)						X						X					
D5 Procurement of Goods/services																	
D6 Logistics																	
- Office																	
- Vehicles																	
Report on fuel consumpt.																	
Fuel exoneration (tax)	X	X										X					
- Residences																	
- Exonerations Office, res																	
- Liaison with NTF																	
- Internal consultants																	

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ATTACHMENT III - 1992 WORK PLAN

ATTACHMENT

Nr. ACTIVITIES	1992												Consultants		Others	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Resp	Loc		Exp
. Implementation																
- Local internships																
. Determine object of prog																
. Develop criteria for selection (indiv., inst)																
. Implementation																
C8 Research study grants (for NGO) implementation 1993																
C9 Training (see IIIB - Project Design and proposal writing workshop																
C10 Inst. Development Workshop - workshop design																
- Initiate workshop activit.																
- Initiate indiv. consultat.																
C11 Training Inst. Support - ID potential inst. to sup.																
- conduct needs assess/inst diag; dev/support strategy																
- Develop/execute indiv. pro support (1993)																
C12 NGO service organisation/ Network support - ID potential inst. to sup.																
- conduct needs assess/inst diag; dev/support strategy																
- Develop/execute indiv. pro																
C13 Monitoring and Evaluation . Dev/approach system																
. Receive AID approv.																
. Implementation																
. Implementation																
III GRANTS MANAGEMENT (GS)																
A PROCEDURES/METH DEVELOPMENT																
A1 Dev priorities USAID/Gos																
A2 Eligibility criteria (NGO, project)																
- Development draft																
- first review NPC																
- Review/NGO																
- finalize approval by NPC																NPC
A3 Selection Procedure (project)																
- dev of draft																
- first review/NPC																
- review NGO																
- Finalize approval by NPC																NPC
A4 Test validity, inst diag/ fin cert methodologies																
A5 Concept paper format																

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ATTACHMENT III - 1992 WORK PLAN

ATTACHMENT III

Nr. ACTIVITIES	ACTIVITIES												Consultants			Others
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Resp.	Loc	Exp	
II INST. STRENGTHENING (DIF)																
A CONSULTANT PLAN																
A1 Identification of needs	X			X			X			X						
A2 Evaluation of needs	X			X			X			X						
A3 Identification of resources	X			X			X			X						
A4 Activity Budget Development				X			X			X						
A5 Decision approval of activity consultant				X			X			X						
A6 Activity impl														X	X	
B NGO (GRANTS RECIPIENTS)																
B1 Preliminary inst diagnosis										X						
B2 Protocole (with activity grant)									X		X					
B3 Development of action plan														X		
B4 Implementation and Evaluation														X		
C NGO COMMUNITY ACTIVITIES																
C1 (With Congad) prelim, needs ID				X												
C2 Creation of consultativ Com.																
- Membership criteria/comm. purpose			X													
- Identification of potential members/selection				X												
- initiate activities					X											
- internal procedures						X										
C3 NGO needs assessment (study)																
- Determine scope/objective of study					X											
- Terms of reference/ID cons.					X											
- Execute study, prioritize needs						X									X	
C4 Develop. inst stu strategy approach for NGOs, service org., training inst									X							
C5 Redefine work plan/budget for general NGO community act									X							
C6 Sponsor symposium (policy dialog or state of the art topic)														X	X	X X
C7 Study grants (for individuals)																
- Regional conference																
. Determine criteria for selection, (individual type of conference)									X							
. Implementation																
- Local seminar																
. Determine criteria for selection (ind, program)																

Nr. ACTIVITIES	1992 WORK PLAN												Resp.	Consultants		Others
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		Loc	Exp	
A6 Proposal format													GS			
- activity	X															
- Budget				X									GS/DAF			
A7 Information manual													GS/DIF			
- Development				X												
- Distribution				X												
A8 USU Proposal Review Committee form			X										GS			
A9 Grant agreement format (preconditions, contract, impl plan, fin monitoring, Evaluation)						X							GS/DAF			
A10 Monitoring, eval system (projects)													GS			
- development				X												
- approval/NPC Guidelines (special issues)																HPC
A11 credit 2 Vs grants, etc																
B WORKSHOP - PROJECT DESIGN/PROP WTG													DIF			
- design				X											X	
- implementation					X			X			X				X	
C MACRO/MEDIUM GRANTS													GS			
C1 Receive/analyse concept paper			X			X			X							
C2 Receive proposals			X				X			X						
C3 Analyse proposals (proj, org, fin)						X			X				GS/DIF/DIF			
C4 Approval (NPC/AID)							X			X						NPC/AID
C5 Grant Agreement								X			X		DIR			
C6 Funds disbursement/proj exec									X				GS/DAF			
C7 Monitoring (proj, org, fin)										X			GS/DIF/DIF			
C9 Analysis of NGO progress reports (1993)																
C9 Evaluation (1993)													GS/DIF/DIF			
D MICRO GRANTS													GS			
D1 Receive proposals							X									
D2 Analyse proposals (proj, org, fin)									X				GS/DIF/DIF			
D3 Approval (USU)										X			DIR			
D4 Grant agreement										X			DIR			
D5 Funds disbursement/proj exec											X		GS/DAF			
D6 Monitoring (proj, org, fin) (1993)													GS/DIF/DIF			
D7 Analysis of NGO progress report (1993)																
D9 Evaluation (1993)																

ATTACHMENT III - 1992 WORK PLAN

ATTACHMENT III - 1992 WORK PLAN

Nr. ACTIVITIES

CONSULTANTS	1992												Consultants		Others		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Resp.	Loc		Exp	
E PARTENERSHIP GRANTS																	
E1 Study (types, issues, strategy)						x											
E2 Implementation																	
E3 Monitoring													x				
E4 Evaluation (1993)																	

29'

CURRENT USU STAFF

ANNEX 6

CURRENT USU STAFF

<u>Department</u>	<u>Name and Position</u>
Direction	Mary Ann Zimmerman, Chief of Party Mamata Bah Lo, Assistante de Direction
Grants Management	Thierno Birahim Fall, Grants Mgr Anne Mendy Correa, Asst Grants Mgr Amina Ly Niane, Asst Grants Mgr
Inst Dev/Training	Awa Paye Gueye, Mgr-Inst Dev/Trng Massamba Dieng, Asst-Inst Dev/Trng
Finance/Administration	Richard Pronovost, Mgr-Fin/Adm Fassory Diawara, Chief Accountant Antoinette Correa Coly, Sect/Adm Asst-Adm Djibril Diop, Expeditor Mamadou Ndiaye, Chauffeur/Mechanic Ndongo Fall, Chauffeur Boubacar Sow, Guard Almamy Dembele, Resident Guard Sori Traore, Guard

17 August 92

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ANNEX 7

PROJECT DESIGN/PROPOSAL WRITING
SEMINAR STATISTICS

ANNEX 7 - PROJECT DESIGN PROPOSAL WRITING SEMINAR STATISTICS

MAY 1992

PARTICIPANTS

Organizations contacted 21
Organizations responding 15
Individuals responding 30
Individuals selected 15 (1/ONG)
Nationality of NGO 14 Senegalese 1 international
Location of headquarters 12 Dakar 3 regions
(Kaolack, Kolda, Fatick)
Participants 14 men 1 woman (director)
Titles 3 directors, 11 coordinators,
1 accountant

EVALUATION OF RESULTS

Before

After

- | | |
|---|---|
| 0 - participants used
KRA or logframe in

project design | - participant interest expressed
in following training in MARP
(Methode Accélérée de
Recherche Participative) |
| 12 - NGOs had submitted
proposals to project | - at least 1 NGO started relook
at implication of female
staff in organization |
| 5 - NGOs participated in
tests of methodologies | - 2 informal networks
established by participants to
exchange experience on
collecting/analyzing of data
in project design. |

CONTACT NGOs , OTHERS

ANNEX 8 - CONTACTS - NGOs & OTHERS

Through June 1992

Organisation Type	Mission		Information Manual		Office visits	
	#	%	#	%	#	%
NGO						
Sen	72	51%	49	47%	23	46%
US	14	10	19	18	1	2
Int'l	36	26	31	30	12	24
Other	18	13	6	5	14	28
TOTAL	140	100%	105	100%	50	100%

45

**TOTAL PROPOSALS RECEIVED
(30 JUNE 1992)**

1992 ANNEX 9 - TOTAL PROPOSALS RECEIVED THROUGH JUNE 1992

Type of Org	NGO				Comm Org	Govt Related Org			Other	TOTAL*
	Sen	US	Int	SubT		SLT		
#	45	8	9	62	12	7		1	82	
%				76%	15%	8%		1%	100%	

Size of grants requested	Under \$50,000	\$50-200,000	Over \$200,000	TOTAL*
#	16	11	27	54
%	30%	20%	50%	100%

Primary Domain(s) of Activity	Ag	NRM	Health	Educ/Trng	TOTAL*
#	35	6	10	8	59
%	59%	10%	17%	14%	100%

Region(s) of Act.	DK	TH	SL	KK	FK	TB	ZI	KL	LG	DB	TOTAL*
#	20	18	11	14	8	2	4	9	5	6	97
%	21%	19%	11%	15%	8%	2%	4%	9%	5%	6%	100%

*#s vary because of multiple responses or no information available on some categories of analysis

**FIRST ROUND GRANTS REVIEW
MACRO**

ANNEX 10 - FIRST ROUND GRANT REVIEW - MACRO

June 15, 1992 close date

REVIEWED

<u>Type of org</u>	Sen	US	Int'l	Total
#	13	5	4	22
%	59%	23%	18%	100%

Size of Request

	Sen	US	Int'l	Total
#	10	8	4	22
%	46%	36%	18%	100%
Average	\$667,318	Range: \$202,814 - \$2,000,000		

Primary Domain(s) of Activity

	Ag	NRM	SED	Health	Trng/Educ	Other	Total
#	13	3	4	5	3	8	36
%	36%	8%	11%	15%	8%	22%	100%

Region(s) of Activity

	DK	TH	SL	KK	FK	DTB	ZI	KL	LG	DB	TOTAL
#	5	7	7	3	4	2	3	2	2	1	36
%	14%	19%	19%	8%	11%	6%	8%	6%	6%	3%	100%

Note : Several additional documents that had been submitted were taken back for rework and resubmittal next round.

PRELIMINARY SELECTION FOR FIELD REVIEW

<u>Type of org</u>	Sen	US	Int'l	Total
#	4	3	1	8

Primary Domain(s) of Activity

	Ag/NRM	Health	Ed/Trng	Total
	6	2	2	10

Regions of Activity

	DK	TH	SL	KK	FK	TB	ZI	KL	LG	DB	TOTAL
	2	2	-	3	2	1	-	1	-	-	11