



Agency for International Development
U.S.A.I.D. Mission to Botswana

Embassy of the United States of America

USAID
Post Office Box 2427
Gaborone, Botswana
Tel: 353382, Fax: 313072, Telex: 2336 BD

(U.S. mailing address)
USAID/Botswana
Agency for International Development
Washington, D.C. 20523 - 2170

PD-ABF-847847
83096

August 9, 1991

Ms. Victoria Masenya
Chairperson
Women's Finance House Botswana
Private Bag 124
Gaborone

Dear Ms. Masenya:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, and the Special Agreement dated March 30, 1990 regarding Cost Sharing between the Republic of Botswana and the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor"), A.I.D. hereby grants to the the Women's Finance House Botswana (hereinafter referred to as "WFHB" or "Grantee"), the sum of \$70,000.00 to provide support for WFHB's Pilot Business Training Outreach Program as described in the Schedule of this grant and the Attachment 2, entitled "Program Description."

This grant is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning with July 1, 1991 and ending June 30, 1992.

This grant is made to WFHB on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled the "Schedule", Attachment 2, entitled "Program Description," Attachment 3 entitled "Mandatory Standard Provisions," and Attachment 4 entitled "Required As Applicable Standard Provisions For Non-U.S., Nongovernmental Grantees" which have been agreed to by your organization.

Please sign both originals and each of the four copies of this letter to acknowledge your receipt of the grant, and return the original and all but one copy to USAID/Botswana.

Sincerely,

David A. Mandel
Acting Director
Grant Officer

Attachments:

- 1. Schedule
- 2. Program Description
- 3. Mandatory and Standard Provisions

Acknowledged:

Women's Finance House Botswana

BY:

Victoria Masenya

TITLE:

Chairperson, Board of Directors,
Women's Finance House Botswana

DATE:

12TH AUGUST, 1991

FISCAL DATA

Appropriation:	<u>72X8502</u>
Budget Plan Code:	<u>CTAX-90-21633-M100</u>
Project No.	<u>633-0999-02</u>
Total Estimated Amount:	<u>\$70,000.00</u>
Total Obligated Amount:	<u>\$70,000.00</u>
Grantee Contribution:	<u>Pula 152,540</u>

Funding Source: Cost Sharing

cc: Ministry of Finance & Development Planning
Gaborone

2'

USAID/WFHB GRANT AGREEMENT PROJECT NO. 633-0999-02

A. Purpose of Grant

The purpose of this Cost Sharing Grant is to provide assistance to the Women's Finance House Botswana (WFHB), a non-governmental organization dedicated to moving Botswana women into the country's economic mainstream, in support of the organization's Pilot Business Training Outreach Program, and as more specifically described in Attachment 2 of this Grant entitled "Program Description."

B. Period of Grant

The effective date of this Grant is retroactive beginning with July 1, 1991 and it expires June 30, 1992.

C. Amount of Grant

A.I.D. hereby provides the amount of U.S. \$70,000, to be disbursed in an equivalent amount in Pula, for program support expenditures during the period set forth in B above and as shown in the Payment Provisions below. In no event will the Grantees's cost exceed the U.S. dollar amount obligated without a written amendment to this Grant executed by the Grant Officer in accordance with procedures as set forth in Attachment 3 "Mandatory Standard Provisions" Item 4 and 11, entitled "Revision of Grant Budget" and "Amendment" respectively.

D. Payment Provisions

1. Grant items which can be more efficiently purchased by the USAID Executive Officer to support the program will be made using normal A.I.D. documentation and procurement procedures, as requested and approved by the USAID Project Officer.

2. For operational expenses an initial advance will be made based upon estimated cash needs for the first 90 days. Subsequent advances will be made upon receipt by USAID of a Certified Fiscal Report detailing the use and balances of the previous disbursement, and the presentation of a cash needs report (example attached as Annex A) for the following quarter.

3. The grantee shall submit with the advance and liquidation requests to The Controller USAID/Botswana, P.O. Box 2427, Gaborone, an original and three copies of a completed SF 1034, (Public Voucher for Purchases and Services Other Than Personal). Each voucher shall be identified by the Grant number and shall state the total costs for which reimbursement is being requested.

The Illustrative Financial Plan for this Agreement is set forth in Attachment 2, Section I. While the Pula amounts are included in the Plan for local cost expenditures, the U.S. dollar amount constitutes the total binding level of USAID assistance. Due to exchange rate fluctuations, Pula available under individual line items financed under this Agreement may exceed levels budgeted for by the Grantee. In such event, the Grantee is not entitled to use of the difference unless USAID agrees in writing. However, should changes in the exchange rate result in fewer Pula being available than budgeted, the Grantee must finance the shortfall since the U.S. dollar obligation prevails.

E. Reporting and Evaluation

The Grantee will provide USAID/Botswana with quarterly financial and project status reports, or any additional reports as may be requested by USAID in writing. Financial reporting shall be in accordance with USAID standards and should include sufficient information by budget line item to show actual expenses for the current reporting period, cumulative expenses to date, cash on hand, and expected expenses for the next fiscal period. The project status report will address any major problems that must be resolved before further work can be accomplished. Annual work plans and detailed budgets will be provided to the Project Officer by January 1, 1992 and semiannual progress reports by November 15, 1991 and May 15, 1992.

F. Special Provisions

1. Documentation on how selection of training staff is made will be included in the Grant file and be made available to USAID/Botswana at its request.

2. USAID/Botswana will make direct payments to the Grantee for operational expenses as covered in section D above.

G. Title to Property

All equipment purchased under this Grant remains the property of the Women's Finance House Botswana in accordance with the terms of the provision entitled "Title to and Use of Property (Grantee Title)", Clause 25 of the Standard Provisions attached as Attachment 3.

H. Authorized Geographic Code for Procurement

All procurement shall be implemented in accordance with A.I.D. Africa Bureau Delegation of Authority No. 551, Section 5.F. Accordingly, goods shall have as their source and origin, and the suppliers of goods and services shall have as their place of nationality, Botswana, the United States or any other country included in A.I.D. Geographic code 935, except as USAID may otherwise agree to in writing. Goods and services shall be from the United States to the maximum extent practicable.

I. Standard Provisions

The Standard Provisions applicable to this Agreement are contained in Attachment 3 entitled "Mandatory and Standard Provisions".

5

ATTACHMENT 2
PROGRAM DESCRIPTION

USAID/WFHB GRANT AGREEMENT PROJECT NO. 633-0999-02

A. Summary

The Women's Finance House Botswana (WFHB) is a non-governmental, non-profit organization dedicated to assisting poor women entrepreneurs, particularly those who have not had access to the services of local financial institutions. The organization was founded and registered in January 1989 by members of the local business, banking and legal communities while the First Lady Mrs. Gladys Masire serves as the honorary president. The Women's Finance House Botswana operates under the trade name Thusang Basadi, "Help the Women", and is an affiliate of the international non-profit financial institution, Women's World Banking (WWB), a registered PVO with AID/Washington. WFHB has received donor support from financial institutions including Barclays Bank of Botswana and Standard Chartered Bank of Botswana as well as the international agencies NORAD, SIDA, and UNICEF.

Since opening its office in October 1990, the Women's Finance House Botswana has been busy building its operational capabilities, introducing itself to the local community, and planning its first programs. WFHB, currently staffed by a Women's World Banking volunteer and a temporary office assistant, is in the process of recruiting three local full-time professional staff members (Training Manager, Training Officer, and Credit Officer) as well as an Administrative Assistant.

To launch its efforts, WFHB hosted a conference in late June 1991 entitled "Incorporating Women into the Economic Mainstream". Soon following the conference, WFHB planned to start its first two programs: (1) the Pilot Business Training Outreach Program, to be funded jointly by USAID, NORAD, and SIDA, (2) the Pilot Credit and Savings Program in Western Kweneng District is funded by NORAD. This Grant will provide WFHB with one time funding in the amount of U.S. \$70,000 to assist in the implementation of its Pilot Business Training Outreach Program.

B. Project Purpose

Botswana women are relegated to a peripheral position with respect to the country's economic structure due to formal and informal barriers. Formal barriers, such as the classification of women as legal minors to be guarded by their husbands when married in community of property, clearly hinder women's ability to participate fully in the economic mainstream.

Informal barriers, such as lack of access to basic business training and information about available resources, serve as more subtle yet equally deleterious obstructions. Not only do these barriers stunt private sector growth, but they also hamper democratic participation by keeping a large sector of the population economically and politically disadvantaged. This situation prompted WFHB to address, as an immediate need, the empowering of women entrepreneurs with skills which will enable them to tap into the economic mainstream of this country. As an initiative directed towards this end, WFHB designed the Pilot Business Training Outreach Program.

The purpose of the program is to provide poor urban and rural women with the necessary information and skills to become successful entrepreneurs. In addition to fueling private sector growth and encouraging democratic participation, the Pilot Program will enable the trainees to better provide for their families' health, nutrition, and education while also improving their self-confidence and self-worth.

During the 12 month period of the Grant, WFHB will actively search for funding to continue and expand the Pilot Training Programme in year two. WFHB will begin to raise its own funds through membership and corporate sponsorship drives. Realistically, such funds will only cover a small fraction of operating expenses, and the Women's Finance House will continue to rely on donor support for at least the next few years. WFHB will investigate other creative types of fund raising activities with the hope of decreasing future reliance on the international donor agencies.

As an affiliate of Women's World Banking (WWB), WFHB will receive on-going assistance from WWB to carry out project activities. WWB's new "Capacity Building Strategies", delineated by the President of Women's World Banking, will focus upon strengthening existing affiliates' operations. WFHB, as one of WWB's newest affiliates will receive special attention. Towards this end, Mrs. Mary Okelo, vice president of Women's World Banking and acting African Regional Coordinator, and Mrs. Anna Knox, WWB Program Assistant, will maintain regular contact with WFHB and monitor the progress of the training programme. Technical assistance and consultancies will be provided by Women's World Banking, drawing from their Talent Bank, on a needed basis. Efforts are already underway to arrange two such consultancies for the new future: one focusing on strengthening the operations of the Board of Directors and the second focusing on managing credit programmes. To facilitate sharing of practical experience in training programme development, WWB will arrange a one week Affiliate Exchange Programme for the Training Manager to visit another African Affiliate to observe the operation of their training programme (the scheduling of this technical visit is currently under progress). In addition, the WFHB Training Manager will participate in the Africa Regional Meeting in Harare the week of 18th November 1991. During the Regional

Meeting WFHB training staff will participate in workshops concerning fund-raising, training programme management, etc. WFHB will also be responsible for presenting their self-assessment evaluation as well as a viable business plan while in Harare.

C. Grant Description

The WFHB has requested assistance to support their Pilot Business Training Outreach Program aimed at moving Botswana women into the country's economic mainstream by empowering them with necessary skills and knowledge to better manage their businesses and become successful entrepreneurs. The grant will enable WFHB to carry out the following activities as the major components of the program:

(1) RECRUITMENT OF TRAINING STAFF - Two permanent staff members will be recruited, a Training Manager and a Training Officer, who will be responsible for the development and execution of the training program. Generally, the Training Manager will be responsible for overseeing the design and modification of the training program, managing the activities and finances of the training department, serving as the senior program trainer, coordinating with the credit component of WFHB, and liaising with NGO's, Donor Agencies, and Government Ministries. The Training Officer will be responsible for coordinating the logistics of the training workshops, assisting in program design, serving as a trainer, and conducting field follow-ups/ consultations with trainees.

(2) RECRUITMENT OF TRAINEES - Participants in the training program will be recruited by several methods. First, WFHB will utilize the existing infrastructure of other NGO's and Government extension services to publicize the training program and recruit prospective registrants. For example, in Old Naledi, two established forces in the community have already expressed interest in helping WFHB identify and contact prospective candidates. In rural areas, other Brigades and the Botswana Council of Women (BCW) have similarly stated interest in having their beneficiaries trained by WFHB. In addition, WFHB will hold informational sessions in target areas describing the training program to potential participants. As training workshops are run, word of mouth will serve as a supplemental recruitment tool when women share their experiences with their relatives, friends, and neighbors.

(3) DEVELOPMENT OF TRAINING PROGRAM - WFHB will contract the services of two qualified firms to assist in the development of the training programme. A Training Consulting firm will be contracted to design the training curriculum and train the trainers in its presentation. Training materials from other Women's World Banking African affiliates and the program created by International Labor Organization for Integrated Field Services in Botswana will be used as a base in

designing the content and structure of WFHB's training program. These materials will be supplemented with specific units focusing on issues unique to Botswana women not covered in the above mentioned programs. The content of the training programme will be limited to teaching the necessary business and management skills to run a successful income generating project. WFHB will not provide technical training in the area of the business (i.e., animal husbandry, sewing, baking, etc.) It has been found through research conducted by the WFHB that Botswana women often possess adequate technical skills acquired from Brigades, Development Trusts and other NGOs, yet lack basic business/managerial skills. The Pilot Programme aims to provide necessary business/management skills for the trainees to turn their technical skills into a profitable enterprise. The training programme curriculum will include an overview of existing technical training programmes provided by the Department of Non-Formal Education, Ministry of Agriculture, Brigades, Development Trusts, and other NGOs. The WFHB training staff will encourage the trainees to take advantage of these technical training programmes to improve their business ventures.

A legal consulting firm will be contracted to assist in the development of the legal awareness component of the training programme, presentation of materials in the training workshops, and provision of legal counselling to trainees as part of the follow-up services of the training programme.

(4) DEVELOPMENT OF LEGAL AWARENESS, ASSISTANCE, AND ADVOCACY - A fundamental objective of the Women's Finance House is to advocate reform of laws which constrain women in pursuing their entrepreneurial activities and/or enjoying the fruits of their labour. The Women's Finance House will advocate legal reform by (1) focusing attention on discriminatory laws discussed during the Conference on "Incorporating Women Into The Economic Mainstream" held in June 1991 and other WFHB events and publications, and (2) coordinating and cooperating with Emang Basadi, a non-governmental organization devoted exclusively to reforming laws which discriminate against Botswana women. The legal awareness and assistance element of the Pilot Business Training Outreach Programme will serve to complement WFHB's advocacy efforts by (1) teaching women what their rights are under the law, (2) assisting in legal problems related to running a business (i.e., registering and licensing a business). WFHB will contract the services of a legal consultant to assist in the development of the legal elements of the training programme and to consult in related follow-up activities as needed.

D. Expected Program Outputs

There will be several major outputs of the Pilot Programme. First, Botswana's only comprehensive business training programme geared towards the needs and capabilities of

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poor female entrepreneurs will be produced and brought to the field. In turn, the formal training program and ensuing consultations will reach a large number of Botswana women. Empowered by improved business skills and knowledge, these women will be better able to succeed in their entrepreneurial activities. As a result, private sector growth will be stimulated and democratic participation encouraged. Social welfare will also improve as the women will be better able to provide for their families' health and nutritional needs.

During the first (pilot) year of the training programme, WFHB will focus its efforts on at least three geographic areas consisting of one peri-urban location and two rural locations. At each location, women will be organized into groups of 10-15 for training workshops and a minimum of ninety (90) women will be targeted to receive training. In order to assess the scope of the Pilot Programme, approximately 66 percent of the women enrolled in the training programme and receiving subsequent consultations will be tracked along with information on their backgrounds, number of dependents, size and type of business. These figures will supplement qualitative analysis in an internal evaluation of the success and failure factors of the Pilot Programme. The evaluation will be used to help formulate the strategy for the programme's future operation. Additionally, WFHB will hire chartered accountants to audit the finances of the training department on a quarterly basis.

E. General Responsibilities

The Grant will be administered by Women's Finance House Botswana Training Manager under the supervision of the Board of Directors and disbursements will be based upon an approved work plan and budget. The Project Development Officer for USAID will provide Grant oversight and financial approval.

F. Implementation Plan

Project implementation will commence this year and funding will be available for 12 months. A detailed implementation schedule will be submitted by the Grantee as part of the annual work plan, the first of which will be submitted to USAID/Botswana not later than 60 days after this Grant becomes effective.

G. Financial Payment and Reporting Provisions

To simplify the accounting and control of U.S. dollars to cover expenses under this project, the grantee will establish a separate account for A.I.D. project funds. Upon receipt of the grantee's request A.I.D. is prepared to advance funds as necessary to meet disbursing requirements for up to 90 days. To obtain the initial and subsequent release of funds, the grantee shall submit to the paying office a SF 1034 (3 copies) supported by a "project financial implementation report"

10

certified as correct by Grantee's authorized representative. The Grantee will maintain records and documents to support expenditures under the grant and make such records and documents available for inspection by A.I.D. representatives upon request.

H. Reporting

In addition to the quarterly fiscal and status reports required, see Section E of Attachment 1, the Grantee will also submit to USAID/B semi-annual progress reports by November 15, 1991 and May 15, 1992 as well as an annual work plan and detailed budget by January 1, 1992.

I. Financial Plan

(a) USAID's Contribution

<u>Item</u>	<u>Estimated Costs</u> <u>Pula Amount</u>
<u>TRAINING STAFF</u>	
Training Manager salary and benefits	P 54,960
Training Officer salary and benefits	15,960
Administrative Asst. recruit, salary & benefits	7,560
<u>DEVELOPMENT OF TRAINING PROGRAM</u>	
Consultant Services: Legal Awareness, Training & Assistance	P 8,000
<u>LOCATION OF THE TRAINING OFFICE & WORKSHOP</u>	
Training Dept. Office & Classroom Rent	P 25,000
<u>TRAINING RESOURCES AND SUPPLIES</u>	
Training equipment, paper, markers, etc.	P 6,500
<u>OUTPUTS</u>	
Auditing Services	P 6,000
<u>CONTINGENCY</u>	<u>P 8,320</u>
TOTAL ESTIMATED BUDGET	<u><u>P132,300</u></u>

(b) Counterpart Contribution Including
Other Donors

<u>Item</u>	<u>Estimated Costs</u> <u>Pula Amount</u>
<u>TRAINING STAFF</u>	
Newspaper advertisements for recruitment	P 1,000 (NORAD)
Teacher skills workshop at IDM	3,000 (SIDA)
WFHB coordinator's time	30,000 (WFHB)
<u>DEVELOPMENT OF TRAINING PROGRAM</u>	
Consultant Services: Curriculum Develop.	P 18,000 (SIDA)
<u>LOCATION OF THE TRAINING OFFICE & WORKSHOP</u>	
Double cab Hilux with 4-wheel drive	P 38,000 (NORAD)
Vehicle security & insurance	3,200 (NORAD)
Petrol @ P830/month (8 months in year 1)	6,640 (NORAD)
Maintenance @ P300/month (8 months in year 1	2,400 (NORAD)
<u>TRAINING PROGRAM OPERATION</u>	
Budget: Artwork for visual aids	P 2,000 (SIDA)
Wordprocessor/printer/accessories	15,000 (SIDA)
Photocopier	6,000 (SIDA)
Two four-drawer filing cabinets	1,200 (SIDA)
Desk & chair sets for training staff	2,000 (SIDA)
Stationary supplies @ P200 per month	2,400 (SIDA)
Miscellaneous running costs @ P100/month	1,200 (SIDA)
White board	200 (SIDA)
Overhead projector	500 (SIDA)
Two conference tables & 15 chairs	4,000 (SIDA)
Flip charts	200 (SIDA)
Tea breaks & lunch for workshop participants	1,000 (SIDA)
Training staff's travel allowance @ P800/mo.	9,600 (SIDA)
Contingencies (10%)	<u>5,000 (SIDA)</u>
 TOTAL ESTIMATED BUDGET	 <u>P152,540</u>

18

CERTIFIED FISCAL REPORTUSAID/WOMEN'S FINANCE HOUSE BOTSWANA (WFHB)

The following is summary fiscal report No. _____ for the period _____ through _____ related to the USAID/WFHB Grant Agreement.

Total Approved Grant Budget P132,300*

<u>Item</u>	<u>Total Approved Budget</u>	<u>Expenses</u>			
		<u>Total Advanced Amount</u>	<u>This Period</u>	<u>Total To Date</u>	<u>Advance Balance</u>
1. Training Manager salary and benefits	P 54,960				
2. Training Office salary and benefits	15,960				
3. Administrative Asst. recruit, salary & benefits	7,560				
4. Consultant Services	8,000				
5. Training Dept. Office & Classroom Rent	25,000				
6. Training Equipment	6,500				
7. Auditing Services	6,000				
8. Contingency	<u>8,320</u>	_____	_____	_____	
Total	<u>P132,300</u>	_____	_____	_____	

* Total Pula amount not to exceed dollar equivalent of \$70,000.

The undersigned hereby certifies that payment of the expenses reported herein are proper under the terms of the USAID/WFHB Grant Agreement; that appropriate refund will be made promptly upon request in the event of disallowance of costs not reimbursable under the terms of that Grant Agreement and/or Amendments; that information on the fiscal report is correct and supported by accounting records, invoices and receipts; and that such additional supporting information as AID may reasonably require will be furnished by the Grantee to USAID upon request.

BY _____

TITLE _____

DATE _____

13

STATEMENT OF CUMULATIVE
EXPENSES AND CERTIFIED CASH NEEDS
USAID/WFHB GRANT AGREEMENT NO. 633-0999-02

Expenditures

Total Approved Budget	(1)
Total Expenses from Inception _____ through _____	(2)
Unexpended Budget	(3)

Cash Needs

Total Cash Receipts From USAID (Amount)	(4)
Total Cash Expenses from Inception _____ through _____	(5)
Cash Balance Available	(6)
Cash Required for the period _____ to _____ as detailed below	(7)
Net Cash Requested Herein	(8)

Detailed Breakdown of Cash Requirements

<u>Budget Line Item</u>	<u>Amount</u>
Training Manager Salary and Benefits	
Training Office Salary and Benefits	
Administrative Assistant: Recruit, Salary and Benefits	
Consultant Services	
Training Department Office and Classroom Rent	
Training Equipment	
Auditing Services	
Contingency	_____
TOTAL	_____

The undersigned hereby certifies: (1) that the above requested amount represents the best estimate of funds for disbursements to be incurred over the period described, (2) that appropriate refund will be made in the event of disallowance in accordance with the terms of USAID/WFHB Grant Agreement No. 633-0999-02, and (3) that appropriate refund will be made in the event funds are not expended.

BY _____
TITLE _____
DATE _____

144

Notes to Format

- 1. Represents the total amount authorized for disbursements under USAID/WFHB Grant Agreement No. 633-0999-02:
2. Represents total expenses incurred and reported to A.I.D. in Fiscal Reports from inception (always provide date) through the date of this request.
3. Is equal to (1) minus (2)..
4. Total amount of cash received.
5. Total expenses incurred from inception of PIL #6.
6. Is equal to (4) minus (5) and book balance at the time of this request.
7. Total cash requirements for next period.
8. Is equal to (7) minus (6).
9. Budget line items under which expenses will be incurred.
10. Projected expenses by Budget Line item.
1. Total projected expenses.

- 15