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AMBASSADE AMERICAINE



USAID/Bamako
B.P. 34
Bamako, Mali
Tél: 22-36-02
Fax: 22-39-33

M...
FEB 19 1993

Bamako (I.D.)
Dept. of State
Washington, D.C. 20521 - 2050
Télex : 448

Nancy Devine
World Education
BP 2137 - Tél: 22-02-91
Quinzambougou - Bamako

Reference: Grant No. Grant No. 688-0258-G-00-3201-00 (ORIG)

Dear Ms. Devine:

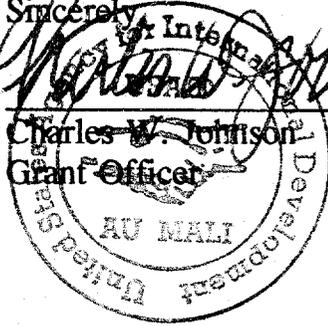
Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the United States Agency for International Development (hereinafter referred to as "USAID" or "Grantor") hereby grants to World Education (hereinafter referred to as "Grantee") the sum of \$216,615 to provide an Operational Program Grant (OPG) for World Education to carry out a 9 month pilot project for the development of a sample of Teacher Parents' Associations (APE) as more fully described in Attachment 1 of this Grant entitled "Schedule" and Attachment 2 entitled "Program Description".

This Grant is effective from February 12, 1993 and shall apply to commitments made by the Grantee in furtherance of program objectives. The estimated completion date is 31 October 1993. This Grant obligates the amount of \$216,615 of the estimated total cost of \$237,256. This Grant is made to the Grantee on condition that the funds will be administered in accordance with the terms and conditions as set forth in this cover letter; in Attachment 1 entitled "Schedule"; Attachment 2 entitled "Program Description"; Attachment 3 entitled "Illustrative Budget"; Attachment 4 entitled "Mandatory Standard Provisions"; and Attachment 5 entitled "Optional Standard Provisions".

The Authorized Geographic Code for all commodities and Services procured under the project is the United States (000), or the Republic of Mali, except as USAID may otherwise agree in writing.

Please sign the original and seven (7) copies of this letter to acknowledge your acceptance of the Grant, and return the original and six (6) copies to the undersigned.

Sincerely,

Charles W. Johnson
Grant Officer


Date: 2/19/93

Attachments:

1. Schedule
2. Program Description
3. Illustrative Budget
4. Mandatory Standard Provisions
5. Optional Standard Provisions

ACKNOWLEDGED:

FOR WORLD EDUCATION

BY: Nancy L. Devine

TYPED NAME: Nancy L. Devine

TITLE: Director of Mali Program

DATE: 2/22/93

FISCAL DATA:

| | |
|-------------------------|--|
| Appropriation Symbol | 72-111-/21014 |
| Budget Plan Code | GSS1-91-21688-KG13 |
| PIO/T No. | 688-0258-3-10168 |
| Project No. | 688-0258 |
| Total estimated amount | \$237,256 |
| Total obligated amount | \$216,615 |
| DUNS Number | 0732-72692 |
| Loc Number | 7200-1602 |
| Project Office | General Development Office |
| Submission of Invoices: | - Original to Paying Office AID/FA/FM/PAFD, Room 636 SA-12 Washington D.C. 20523 - Copies to USAID/Mali, B.P.34 Bamako, Mali |

SCHEDULE

A. PURPOSE OF GRANT

The purpose of this Grant is to carry out a planned 6 month pilot project to improve the overall quality of childrens' education through involvement of parents and the community as a whole in the education process. In view of the present fluid social and educational context, 9 months are allocated for the execution of the Grant.

The Grantee will assist the selected Parent Teacher Associations (APE) in the election of new representatives, and train the elected bodies in management/accounting, planning, communication, community sensitization, problem solving, negotiation, conflict management, etc.

B. PERIOD OF GRANT

The effective date of this Grant is February 01, 1993. The estimated completion date is October 31, 1993. Total funding is provided under this Grant.

C. AMOUNT OF GRANT AND PAYMENT

1. Total Estimated Cost of Grant is \$237,256.
2. AID hereby obligates the amount of \$216,615 for this grant.
3. Payments shall be made to the Grantee in accordance with procedures set forth in Attachment 5, Optional Standard Provision No. 2 A1 entitled "Payment. Letter of Credit (LOC)".

D. FINANCIAL PLAN

The Grantee shall not exceed the obligated amount mentioned in Part C above. Revision of this budget shall be made in accordance with the Standard Provision of this Grant entitled "Revision of Grant Budget".

E. COST SHARING/MATCHING GRANTS

Definition: Cost sharing/matching is a required contribution by the Grantee from non-Federal sources toward the total cost of the program, either in cash or in kind, usually described as a percentage of total costs unless waived. Given the specific nature of the intervention (Pilot Project) and its duration (9 months), no cost sharing match is required from the Grantee who is completely excused from documenting and periodically reporting the match in monetary terms. Sub-Grants are specifically authorized under this Grant.

F. REPORTING/EVALUATION

1. Financial Reporting

a) - Financial Reporting requirements shall be made in accordance with Optional Standard Provision of this Grant entitled "Payment - Letter of Credit", as shown in Attachment 5.

b) - Two copies of all financial reports shall be submitted to:

US Agency for International Development
Education/Human Resources Development Office
BP 34
Bamako, Mali

2. Program Reporting

The Grantee shall monitor the performance under this Grant and ensure that time schedules are being met, projected work units by time periods are being accomplished, and other performance goods are being achieved, in accordance with a detailed implementation plan which shall be submitted by the Grantee within 45 days of the signature of this Grant by the Grantee. The implementation plan will state achievable objectives, and will outline methods for measuring progress against these objectives, both in terms of actions and of impact. The Grantee shall submit to USAID before recruitment begins, copies of the detailed Scope of Work, including the required qualifications, of the Project Coordinator, the Master Trainer, the Master evaluator.

The Grantee shall adhere to the following reporting schedule:

a) - Progress Reports

Progress reports are required quarterly and are due within 15 working days following the end of the month quarterly.

b) - Final Report

The Grantee shall submit to USAID the final report in three (3) copies at the expiration date of this Grant. An evaluation will be carried out before the estimated completion date and the results will be incorporated in a Final Report.

F. SPECIAL PROVISIONS

SOS and medical insurance for expatriate personnel must be provided by the Grantee. Embassy health facilities will be available in accordance with prevailing rules.

G. INDIRECT COST RATE

Pursuant to the provisions of Standard Provision 13, provisional overhead rates as set forth below have been established for the Grantee:

Effective Period

| <u>From</u> | <u>To</u> | <u>Overhead</u> |
|---------------------|---------------|-----------------|
| Provisional 7/01/89 | Until Amended | 38% (0) |

Base of Application:

Total direct costs excluding Subcontracts, Subgrants and Equipment.

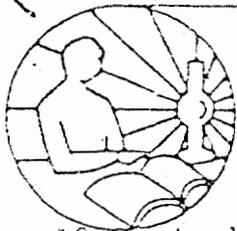
PROGRAM DESCRIPTION

1. Purpose:

The purpose of this Grant is to carry out a pilot project to improve the overall quality of childrens' education through involvement of parents and the community as a whole in the education process.

2. Description of activities:

The Grantee will perform the activities under this Operational Program Grant as described in detail in the Grantee's proposal entitled "APE PROJECT" presented in their letter dated September 10, 1992, hereby incorporated as part of this Grant. In case of any inconsistency between the Grantee's proposal and the present documents prepared by the Grantor (Grant Letter and Attachments 1,2,3,4,5), the latter shall control.



World Education

10 September 1992

Mr. Dennis Brennan
Director
USAID/Mali

Dear Mr. Brennan,

In response to your request of September 4, 1992, please find attached a proposal for a limited pilot project for the development of Parent-Teachers' Associations of the 18 primary schools in Commune V of Bamako. World Education, in partnership with OMAES, will execute a six-month program of reform and training of APE members according to the five objectives set forth in original project documents.

The goal of the project is to improve the overall quality of childrens' education through involvement of parents and the community as a whole in the educational environment. To this end, we propose to re-establish the APEs as dynamic community service organizations, and to train members of the APEs as representatives of the parents of students in contributing to the operation and atmosphere of the school. Initial training will be focused on using FAEF funds for physical improvement of the schools, but such adult education is meant to be generalized into more comprehensive involvement in education by the community.

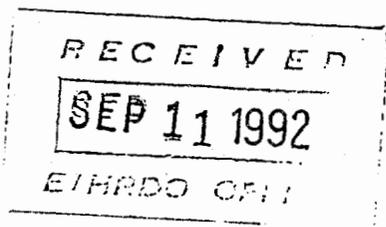
Over the past nine months, we have worked with your staff to design a response to this need expressed in the urban quarters, complementing the universal desire for physical plant improvement with civic and management training. We sincerely hope to begin immediately to implement a creative and practical pilot model to be expanded to the 960 schools of the FAEF zone subsequent to the pilot phase.

You mentioned in your request certain training materials designed by UNDP for Village Associations. One end product of the pilot phase will be tested materials from various sources, including many designed by World Education and partners for adult education.

Thank you in advance for your prompt consideration.

Very sincerely yours,

Nancy Devine
Nancy Devine
World Education/Mali



APE PROJECT

Pilot Phase Commune V/Bamako

INTRODUCTION

The conception of this project comes from Malian NGOs working in the neighborhoods of Bamako with the Urban Revitalization Project of World Education. Throughout the city, the population expressed a desire to improve their schools, especially to meet an urgent need for school latrines, but also to renovate the physical plant of schools which have been long neglected. Funds for such improvements exist already in the FAEF Office of the Ministry of Primary Education, and World Education, with Malian NGO partners would like to profit from this real and expressed need to reactivate the Parents Associations of primary schools, first to renovate the schools, but also to develop the Associations as dynamic civic groups in the neighborhoods.

As a pilot zone, Commune V of Bamako was chosen for several reasons. ALL of the quartiers listed their schools as priority projects, and the Malian NGO OMAES--a close collaborator of World Education--has a long standing relationship with residents of the Commune, especially as concerns their schools. Also, the population of the Commune is in general better educated and has more consistent personal income than that of other communes, therefore the process of training and collection of local counterpart funds can take place more rapidly during a pilot phase. OMAES has already conducted a detailed study of the schools of the Commune (submitted previously to AID) and has on hand a number of experienced field workers known to the population.

Other aspects of the proposed project were discussed in previous documents. The following is a Plan of Action and a budget for a pilot phase.

PLAN OF ACTION

Activities during a six month pilot period might be classified in ten categories, as follows:

1. Protocol within the municipality: discussions with administrative and technical authorities of the Commune, following the requests already expressed by the residents of the nine quartiers.
2. More formal sessions within the quartiers to disseminate information and encourage civic action.
3. Presentation to the Ministry of the program developed by the quartiers and the commune. This would be a process of information, request for services, and improvement of the administrative climate (eg., review of laws pertinent to APES, design of the national APE network, etc. See previous texts.)

4. General Assemblies of the parents of students in EACH school (premier cycle) of the Commune. Inventory of needs, information, initiation of procedures for development of by-laws and organization of the Constituting Assembly.

5. Constituting General Assembly: election of officers, establishment of committees, approval of by laws.

6. Training of board and committee members.

7. Development of management systems, fund raising and supervision operations.

8. Preparation of financial and technical proposals for submission to FAEF.

9. Execution of construction.

10. Election of representatives to the Quartier APE and to the Communal APE. Training of the 9 members of the Communal APE.

PROCEDURE

The project is based on a pyramid of training activities geared to the elected representatives of the Associations. World Education will offer training of OMAES personnel who will then work directly in the quartiers as trainers and facilitators. One Committee of each APE will also be charged with continuous training of all Association members and officers.

It should be noted that although this is a pilot project, provisions will be initiated for a larger, long term project. World Education will hire a full-time coordinator who will collaborate with other World Ed staff and serve as a resource and project manager, learning on the job during the pilot phase in order to be prepared to assume management of a larger project in the future.

The OMAES team will consist of a coordinator/master trainer and six field agents (one for three schools) who are usually residents of the commune with diplomas, chosen by OMAES, AMPJ or other Associations based in Commune V. The team will receive about 30 days of training, for which materials and content will be developed to respond to implied or explicit needs of the target population. In general, this training would include the following topics:

- techniques of adult education
- training of trainers
- conduct of meetings, assemblies, workshops
- association texts: minutes, by-laws, articles of order
- dissemination of information
- needs inventory and prioritization
- formulas for technical and financial proposals to FAEF
- project management: bookkeeping, personnel, records
- construction site organization and coordination

- long term planning
- systems of administration and communication
- the APE network: roles and operations
- the APE Board
- Committee work: permanent and ad hoc
- problem analysis
- negotiation of conflicts
- follow-up, evaluation, longevity

A specialized NGO, ACA, will provide back-up and training to OMAES in bookkeeping and management. ACA will develop a simplified accounting system for use by the APE's as well as tools for management and financial planning, then train the OMAES agents to disseminate techniques in the quarters, supervising the training of treasurers, managers and supervisory committees.

The seven agents of OMAES will facilitate the reorganization of 18 APEs, one for each primary school in the quartier. This would consist of calling for general assemblies of parents at which officers are elected, committees formed and, later, representatives chosen for quartier and communal APEs.

Election will be by secret ballot at a formal constituting assembly, during which articles and by laws will be explained and approved by vote. After the elections, each member of the board and each committee will be trained for their mandate. Initial training will be oriented to physical improvement of the school and the experiential learning generalized over the long term. Twenty one days of training are planned for each APE, to include the following topics:

- articles of incorporation and by laws
- roles and activities of board and committees
- permanent and ad hoc commissions
- FAEF
- preparation of financial and technical dossiers
- financial and technical controls
- management and bookkeeping
- the representation network of APEs
- project planning and long term planning
- mobilization of parents around the school
- fund-raising
- job site coordination
- long term maintenance of physical plant

If the pilot phase is six months, two would be dedicated to restructuring the Association, three to financing and construction and a final month to evaluation and solidifying the mechanisms for continuation of association activity. At the end of the pilot phase, methods, materials and techniques will be available to continue testing in other urban communes and rural areas, and a dynamic and visible structure will be in place to serve as an example. A final activity of the evaluation period will be a round table presided by the Communal APE of Commune V to establish guidelines for continuation of the project over the long term.

Appendix 1

BUDGET

World Education

APE Project Proposal-pilot submitted on September 10, 1992

original submitted on May 29, 1992

I. NGO GRANTS

FCFA

| | | | |
|----------------------------------|-----------------------------------|----------|------------|
| A. Project Director/APE trainers | \$800 x 6 months | \$4,800 | 1,200,000 |
| B. Amateur salaries | \$275 x 6 months x 6 persons | \$9,900 | 2,475,000 |
| C. APE workshop costs | \$12 x 21d x 9 per x 18 APEs | \$40,824 | 10,206,000 |
| D. NGO direct costs | trans., comm., supplies, supervis | \$8,800 | 2,200,000 |
| E. NGO Overhead | 10% | \$6,432 | 1,609,100 |
| I. SUB TOTAL NGO GRANT | | \$70,756 | 17,689,100 |

II. SALARIES (includes benefits)

| | | | |
|-------------------------|----------------------------|----------|------------|
| A. Project Director | \$1400 x 6 months | \$8,400 | 2,100,000 |
| B. Secretary | \$500 x 6 months x 50% | \$3,000 | 750,000 |
| C. Driver | \$300 x 6 months | \$1,800 | 450,000 |
| E. Consultant Salaries | | | |
| Project Advisor/trainer | 70 days x \$300 per day | \$21,000 | 5,250,000 |
| Master trainer | 21 days x \$300 per day | \$6,300 | 1,575,000 |
| ACA | 14 days x \$150 | \$2,100 | 525,000 |
| Evaluation team | 7 days x 2 x \$175 per day | \$2,450 | 612,500 |
| F. Boston Desk officer | 30 days x \$175 per day | \$5,250 | 1,312,500 |
| J. Boston Accountant | 8 days x \$200 per day | \$1,600 | 400,000 |
| II. SUB TOTAL SALARIES | | \$51,900 | 12,975,000 |

III. DIRECT COSTS

| | | | |
|---------------------------------|---------------------------------|----------|-----------|
| A. Office Rent | \$200 x 6 months | \$1,200 | 300,000 |
| B. Office Supplies | \$400 x 6 months | \$2,400 | 600,000 |
| C. Communications | \$600 per month x 6 months | \$3,600 | 900,000 |
| D. Printing Costs | \$5000 | \$5,000 | 1,250,000 |
| E. Utilities | \$100 per month x 6 months | \$600 | 150,000 |
| F. Vehicle rentals | \$900 per month x 4 months | \$3,600 | 900,000 |
| G. Vehicle gas | \$600 per month x 6 months | \$3,600 | 900,000 |
| H. Trainer Perdiems | \$150 per day x 21 days | \$3,150 | 787,500 |
| L. Evaluation PerDiem | \$100 x 2 persons x 7 days | \$1,400 | 350,000 |
| M. Round trip Air fare-trainers | 3 trips for trainers/evaluators | \$6,000 | 1,500,000 |
| III. SUB TOTAL DIRECT COST | | \$30,550 | 7,637,500 |

IV. WORKSHOP COSTS

| | | |
|-----------------------------|---------|-----------|
| \$32day x 30 days x 10 per | \$9,600 | 2,400,000 |
| IV. SUB TOTAL WORKSHOP COST | \$9,600 | 2,400,000 |

V. EQUIPMENT

| | | |
|------------------------|---------|---------|
| Office furniture | \$1,500 | 375,000 |
| V. SUB TOTAL EQUIPMENT | \$1,500 | 375,000 |

VI. OVERHEAD

| | | |
|--------------------|----------|-------------|
| 38% of II, III, IV | \$34,979 | 8,744,750 |
| VI. Sub-Total | \$34,979 | \$8,744,750 |

| | | |
|-------|-----------|------------|
| TOTAL | \$199,285 | 49,821,350 |
|-------|-----------|------------|

Exchange rate = \$1.00 = 250 francs cfa

Best Available Copy

APPENDIX II

ORGANIZATIONAL CHART: APE

Outdated laws on APE structures exist, but should be redesigned according to consensus of assemblies of parents in the quarters. The following model is suggested for discussion.

FOR EACH SCHOOL

GENERAL ASSEMBLY

OVERSIGHT
COMMITTEE
(3 members)

BOARD
(7 members)

PERMANENT
COMMITTEES
(3 members
each)

by-laws and
finances

President
Vice President
Secretary
Treasurer
Delegate

EDUCATION
of Members

PHYSICAL
PLANT

Advisor
(School Director)
Advisor
(Chief's Rep)

DISCIPLINE

CONFLICTS

Ad Hoc Committees (examples)

Opening Day
Landscaping
Construction
Holidays
Decoration
Fund Raising
Liaso.
Visual aids
Research
etc.

FOR A QUARTIER
eg: Badalabougou

4 Delegates
4 School Directors
1 Rep. of Chief

FOR THE COMMUNE V

9 Quartier delegates
1 Mayor's rep
1 Inspector

FOR THE DISTRICT OF BAMAKO

6 Commune Delegates
1 Governor's rep
1 Inspector

NATIONAL APE

8 Regional Delegates
1 Rep. Primary Education
1 Rep. Minister

Information flows up and down.
Decisions flow from the school to the National APE.
Execution flows from the National to the School APE.

ILLUSTRATIVE BUDGET

I. NGO GRANTS

| | | |
|---|--------------------------|----------|
| A. Urban Project Director/APE trainer: | \$800 X 9 months | \$7,200 |
| B. Rural Project Director/APE trainer: | \$500 X 9 months | \$4,500 |
| C. Animateurs salaries: | \$275 X 7 per X 8 months | \$15,400 |
| D. APE Workshop costs: | \$12 x 18 d X 9 X 23 APE | \$44,712 |
| E. Urban NGO direct costs: trans, comun, supplies, supervis | | \$10,000 |
| F. Rural NGO direct costs: trans, comun, supplies, supervis | | \$5,500 |
| G. Urban NGO Overhead: 10% de A+5 de C +15 de D+E | | \$6,319 |
| H. Rural NGO Overhead: 10% de B+2 de C +5 de F | | \$2,419 |

I. Subtotal NGO Grants \$96,043

II. SALARIES (includes benefits)

| | | |
|---------------------|-------------------|----------|
| A. Project Director | \$1400 X 9 months | \$12,600 |
| B. Secretary | \$500 X 9 months | \$4,500 |
| C. Driver | \$300 X 9 months | \$2,700 |
| D. Accountant | \$600 X 9 months | \$5,400 |
| E. Director time | 25% X 9 months | \$9,375 |

II. Subtotal salaries \$34,575

III. SUB-CONTRACTS

| | | |
|------------------------|--------------------------|----------|
| A. Project Advisor | 70 days at \$300 per day | \$21,000 |
| B. ACA | \$150 x 14 days | \$2,100 |
| C. Master trainer | \$300 X 21 days | \$6,300 |
| D. Evaluation Team | \$175 X 7 X 2 | \$2,450 |
| E. Trainer per diem | \$150 X 21 days | \$3,150 |
| F. Evaluation per diem | \$100 X 7 X 2 | \$1,400 |
| G. Round trip Airfare | \$200 X 2 trips | \$4,000 |

III. Subtotal Sub-contracts \$40,400

IV. DIRECT COSTS

| | | |
|--------------------|------------------|---------|
| A. Office rent | \$200 X 9 months | \$1,800 |
| B. Office supplies | \$300 X 9 months | \$2,700 |
| C. Communications | \$500 X 9 months | \$4,500 |
| D. Print costs | | \$5,000 |
| E. Utilities | \$100 X 9 months | \$900 |
| F. Vehicle rentals | \$800 X 5 months | \$4,000 |
| G. Vehicles gas | \$500 X 9 months | \$4,500 |

IV. Subtotal Direct costs \$23,400

V. WORKSHOP COSTS

\$32 d X 27 d X 12 p \$10,368

V. Subtotal Workshop cost \$10,368

VI. EQUIPMENT

| | | |
|---------------------|--------------------------|---------|
| A. Motorcycles | Office furniture | \$1,500 |
| B. Office furniture | 2 Motorcycles at \$2,500 | \$5,000 |

VI. Subtotal Equipment \$6,500

VII. OVERHEAD

38% of II, IV, V \$25,970

VII. Subtotal Overhead \$25,970

TOTAL: I + II + III + IV + V + VI + VII \$237,256