



United States Agency for
International Development

Contract Information Management System
(CIMS)

DIRECT ACTION DATA FORM
FOR GRANTS & COOPERATIVE AGREEMENTS

1. Basic Award Number 674-0309-G-SS-2018-00	
2. Recipient Name South Africa Association for Academic Development	
3. Award Description (This description will be seen by high level Agency officials, as well as members of Congress.) The purpose of this project is to promote academic support and development and stimulating research in the field of academic development	
4. Principal Place of Performance South Africa	5. Benefiting Country South Africa
6. Project Officer	
Office Symbol STEP	Name (Last, First) Ngatane, D.
7. Grant Agreement Type <input type="checkbox"/> A. Disaster Assistance <input type="checkbox"/> B. American Schools & Hospitals Abroad (ASHA) <input checked="" type="checkbox"/> C. Other Than Those Listed Above <input type="checkbox"/> D. Title XII Authority	8. Basic Purpose <input type="checkbox"/> A. Tech. Services to Host Country <input type="checkbox"/> D. Research <input type="checkbox"/> B. Commodities <input type="checkbox"/> E. Arch. & Engineering Services <input checked="" type="checkbox"/> C. Train. Services to Host Country <input type="checkbox"/> F. Construction
7a. Extent Competed <input type="checkbox"/> E. Competed by the Technical Office <input type="checkbox"/> F. Competed by the Contracting Office <input checked="" type="checkbox"/> G. Not competed (unsolicited proposal) <input type="checkbox"/> H. Not competed (predominant capability, etc.)	9. Taxpayer Identification Number
10. Business Organization Type	
<input type="checkbox"/> A. Corporation <input type="checkbox"/> B. Individual <input type="checkbox"/> C. University or College <input type="checkbox"/> D. Historically Black College or University <input type="checkbox"/> E. Educational Organization (other than University or College)	<input type="checkbox"/> F. International Center <input type="checkbox"/> G. Research Organization (other than International Center) <input checked="" type="checkbox"/> H. Voluntary Organization <input type="checkbox"/> I. Foundation <input type="checkbox"/> J. Hospital <input type="checkbox"/> N. Hispanic American College or University <input type="checkbox"/> Z. Other
11. If U.S. University, Host Country Institution	
12. If obligated amount is in local currency, provide U.S. Dollar amount \$138,200	
13.a. Negotiator (Last, First, MI) Ngatane, D.	13.b. Signature
14.a. Contract Officer (Last, First, MI) Dean, Leslie A.	14.b. Signature

COPY OF AWARD DOCUMENT MUST BE ATTACHED TO THIS FORM

ACTION MEMORANDUM FOR THE DIRECTOR, USAID/SOUTH AFRICA

DATE: July 24, 1992

FROM: William Duncan, ^{WSD} Chief of Project and Human Resource
Development Office

SUBJECT: South Africa Support to Tertiary Education Project
(674-0309); South African Association for Academic
Development Agreement No. 674-0309-G-SS-2018-00

I. PROBLEM

Your approval is required to obligate U.S. \$138,200 of FY1992 funds under the Support to Tertiary Education Project (674-0309) through a grant agreement with the South African Association for Academic Development, as described herein.

II. AUTHORITY

Pursuant to Redelegation of Authority No. 452, the Director, USAID/SA, has authority to authorize and execute grants with indigenous non-governmental organizations (NGOs) in an amount not to exceed \$5.0 million.

III. DISCUSSION

Based upon discussions and contacts with a wide range of community leaders and educators, USAID has received and reviewed numerous unsolicited proposals from tertiary education organizations throughout the country for activities which far exceed the FY1992 STEP budget. Based on the Mission's review of these proposals, an Agreement with the South African Association for Academic Development (SAAAD) is recommended.

Since 1970, the need for academic support programs for black South African students at tertiary black institutions and historically white universities was recognized. The need arose from the disproportional failure rate for black disadvantaged students. It led to the establishment of the Academic Support Program (ASP) at historically black and white universities.

At historically black universities, where a great majority of the students are disadvantaged, ASP focused on meeting the needs of disadvantaged students through staff development.

Over the last few years with the growing number of disadvantaged students in white universities, ASP took on a broader role. It started catering to the needs of disadvantaged students through assistance to disadvantaged students and the development of staff to provide support services for such students.

The development of the ASP programs at historically white and black universities has been uneven. Since the early 1980's, ASPs at historically white institutions felt the need to share ideas, experiences and expertise. This need culminated in an annual conference. In 1986/87, the historically black tertiary institutions felt that their needs were unique and they needed a similar forum to share academic development of disadvantaged students, issues and ideas. This led to the development of the South African Association for Academic Development (SAAAD). Again the initial aim was to hold an annual conference to discuss disadvantaged black student and staff issues.

By 1989 it was realized that problems faced by disadvantaged black students, whether at white or black institutions, were similar. The first joint black and white institution conference was held at M.N. Sultan Technikon in 1990 and the second at University of Witwatersrand in December 1991. Several workshops were held in Natal, Eastern Cape and in Cape Town.

SAAAD has generated funds through its membership (R20 per annum for approximately 250 members.) All executive officers volunteer their time to work for promoting SAAAD and its goals - to provide enrichment and academic support programs for disadvantaged blacks in white and black universities.

In essence SAAAD contributes to the development of a unitary and equitable tertiary education system in a nonracial and democratic society by providing academic support programs, research and pilot projects for disadvantaged blacks in historically white and black tertiary institutions.

SAAAD is seeking an institution building grant to have a permanent SAAAD office staffed by a SAAAD coordinator/ and raiser, a senior research officer, an administrative secretary and several part-time researchers and instructors.

IV. ISSUES

Through the development of this Agreement, the following issues have been identified and addressed as presented below:

A. Action Plan and Sectoral Strategy - This proposed Agreement was discussed during the FY92 STEP Action Plan review and given a "A" approval status in the Action Plan submitted on December 18, 1991. This activity is consistent with both the STEP Project Paper and the Education Sector Strategy emphasis on the educational empowerment of black South Africans to ensure that they become full contributors to and participants in the political, social, economic and intellectual life of their nation.

B. Total Obligations - This Agreement obligates U.S.\$138,200 to the South African Association for Academic Development, which brings total FY92 obligations under STEP to \$4,615,000 and total STEP obligations to date (FY90 to present) to \$35,521,999 out of a total authorized level of \$110,000,000. Further funding up to the total estimated amount of \$680,300 of the Agreement will be considered based on SAAAD's ability to satisfy the program special provisions outlined in Section X.A. of Attachment I entitled Special Provisions, and subject to the availability of funds. The Agreement ending date of December 31, 1994, is well within the STEP termination date of June 30, 2000.

C. Grantee's Illustrative Budget and Cost Negotiation - PHRDO conducted verbal negotiations with SAAAD to establish its priorities for funding. Costing included examining the proposed salaries which, according to our consultations, are similar to those of equivalent positions in other non-governmental organizations in the same field. Travel costs are controlled by the acknowledgment of SAAAD that its policy will not exceed official USG rates. Other costs, such as international travel, require prior approval of the scope and budget of the proposed activity. The proposed overhead rate of 14%, according to our consultations, is similar to that of other, similar non-governmental organizations. In addition, PHRDO has specified in the Agreement that this rate will be examined during SAAAD's annual audit and adjusted accordingly. Based upon this review, PHRDO determines that these costs are fair and reasonable.

D. Noncompetitive Justification - Although competition is to be encouraged in the award of grants and cooperative agreements to NGO's (Handbook 13, Chapter 2B), Chapter 2B3a permits exceptions to competition where the proposal "is not solicited by A.I.D." and where the proposal is "unique, innovative, or proprietary and acceptance would be fair, reasonable, and would represent appropriate use of A.I.D. funds to support or stimulate a public purpose." SAAAD has submitted an unsolicited proposal, and it is the determination of PHRDO that the activity is "unique" as SAAAD is the only forum in South Africa which brings together representatives of both historically black and historically white universities to discuss and promote academic support and development programs. Because this activity is consistent with USAID program objectives and is so unique, acceptance of the SAAAD proposal would be fair and reasonable and would represent an appropriate use of USAID funds.

E. Technical and Management Capability - It is PHRDO's determination that the subject organization possesses suitable policies and practices to ensure adequate management of USAID funds supplied under this Agreement. This determination is based on discussions with SAAAD and SAAAD's discussions with the TEPS unit in Johannesburg.

F. Financial Management Capability - A financial review of SAAAD's financial management systems was conducted on May 14, 1992, which certifies that the Recipient possesses adequate accounting systems, books and records for the administration of this Agreement. However, SAAAD's accounting records are kept at the University of the Western Cape. Once the Association opens its own bank account, a follow up financial review will be conducted.

G. PVO Registration Determination - The Recipient does not qualify as a Private Voluntary Organization, as defined in A.I.D. Handbook 3, Appendix 4C and 88 State 356010 because it does not solicit or receive contribution from the general public.

H. Sustainability and Other Sources of Funding - SAAAD has raised funds through a membership fee of SAR 20 per annum. Presently, it has a membership of 250 members. All executive officers volunteer their work promoting SAAAD and its goals i.e., to provide enrichment and academic support programs for disadvantaged blacks in historically white and black universities.

One of the positions sought in the institutions building program is a fund raiser for SAAAD. It is anticipated that the success of the fund raiser to identify and attract long-term funding sources and commitments will be a measure of how it will be able to sustain itself when USAID support ceases.

To date, there are several universities and technikons in the region (Natal, Eastern Cape and Cape Town) that are supportive of SAAAD's academic support program at the tertiary institutions.

Standard Issues

1. Section 611(a) Requirements - Consistent with Section 611(a) of the FAA, adequate technical and financial planning underlie the proposed Agreement and reasonably firm cost estimates have been established. Such planning is evidenced by the Agreement program, itself, as described in Attachment 2 of the proposed Agreement, which contains a detailed methodology for implementing Agreement activities and attaining specified Agreement outputs. The Illustrative Financial Plan is based on reasonably firm cost estimates for program activities.

2. Payment Verification Requirements - Payment verification requirements for the Recipient are satisfied by: (a) the specification of financial management and reporting procedures in the attached Agreement; (b) the certification by the USAID Controller of the recipient organization's ability to handle initial Agreement disbursements; and (c) provision in the proposed Agreement for annual audits of use of Agreement funds.

3. Recurrent Costs - Donor financing of recurrent costs, such as salaries, allows the Recipient to provide an essential service that is unmet by the public sector and, due to the limited income of the beneficiaries, cannot be met through normal market channels. Recurrent cost assistance in such cases is justified under category 2 of USAID's Recurrent Cost Policy. The "design considerations" outlined in this policy document have been taken into consideration in the design and negotiation of this Agreement.

4. Selection of a Grant as the Assistance Instrument - It is the determination of HRDO that, in accordance with Handbook 13, Chapter 6, a grant is the appropriate assistance mode to be utilized, as A.I.D. is not procuring goods or services and does not require a substantial degree of operational control or involvement in project implementation. The attached document is, in form and substance, a grant as defined by A.I.D.

5. Travel Policies - The Recipient will provide for USAID approval its travel and per diem policy for travel not to exceed US Government rates. In the case that the Recipient does not establish a travel and per diem policy, the prevailing U.S. Government rates shall apply.

V. RECOMMENDATION

It is recommended that, pursuant to your authority under Redelegation of Authority No. 452, you: (1) approve noncompetitive selection in accordance with the justification provided above; (2) authorize the proposed Agreement to SAAAD by signing below; and (3) execute said Agreement, as attached, by signing on the appropriate page and line as indicated.

Approved: Leslie A. Dean
Leslie A. Dean
Director, USAID/SA

Disapproved: _____

Date: August 12, 1992

Drafted: DNgatane:PDO

Cleared: RSanGiovanni, A/HRDO
WDuncan, P&HRDO *WGD*
CMango:A/SFDO (draft)
CHensley:CONT W Liven 4000, A/CONT *W L*
Jaddleton, FROG *JA*
DKeene, RLA (draft)
JWeber, AD *JW*

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

USAID/SOUTH AFRICA



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Pretoria 0001

Fax: (012) 211-287

12 August 1992

Mr. David Agar
South African Association for
Academic Development
c/o Academic Support Program
University of the Witwatersrand
Private Bag 3
WITS 2050

Subject: South Africa Support to Tertiary Education
Project Agreement with the South African Association
for Academic Development
Agreement No. 674-0309-G-SS-2018-00

Dear Mr. Agar:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, and the Comprehensive Anti-Apartheid Act of 1986, as amended, the Agency for International Development (hereinafter "USAID") hereby enters into this Agreement with the South African Association for Academic Development (hereinafter "SAAAD" or the "Recipient") and obligates the sum of \$138,200 to provide support for a program described in Attachment 1, entitled "Schedule," and Attachment 2, entitled "Program Description," of this Agreement.

This Agreement is effective and obligation is made as of the date this letter is signed by an authorized USAID representative. The Agreement and obligation shall apply to commitments made by the Recipient in furtherance of program objectives during the period beginning on the effective date of this letter and ending December 31, 1994.

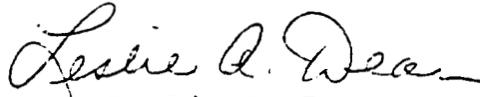
This Agreement is entered into with the Recipient on the condition that the funds will be administered in accordance with the terms and conditions set forth in Attachment 1, "Schedule," Attachment 2, "Program Description," Attachment 3, "Standard Provisions," Attachment 4, "Disbursement of and Accounting for Agreement Funds," Attachment 5, "A.I.D. Geographic Code List," and Attachment 6, "Guidelines for Financial Audits Contracted for by Foreign Recipients." This letter and the six attachments just described, which have been agreed to by your organization, constitute the Agreement.

BEST AVAILABLE DOCUMENT

7

Please sign the original and one (1) copy of this letter and then return the original to USAID/Pretoria.

Sincerely,



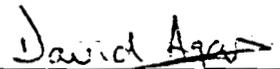
Leslie A. Dean
Director

ACKNOWLEDGED AND ACCEPTED

The South African Association for Academic Development



By: Merlyn Mehl
Title: Chairperson
Date:



By: David Agar
Title: Vice-Chairperson
Date:

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions and Additional Provisions as Applicable
4. Disbursement of and Accounting for Agreement Funds
5. A.I.D. Geographic Code 935 List
6. Guidelines for Financial Audits Contracted for by Foreign Recipients

ATTACHMENT 1
SCHEDULE

I. OVERVIEW OF AGREEMENT

This Agreement provides funds for SAAAD both for strengthening the organization and for carrying out its program of promoting academic support and development and stimulating research in the field of academic development.

II. PERIOD OF AGREEMENT

The effective date of this Agreement is the date the cover letter is signed by an authorized USAID representative. Unless otherwise agreed to by USAID in writing, the expiration date is December 31, 1994, meaning that no USAID funds under this Agreement shall be applicable to goods not furnished or services not performed for the program by this date.

III. AGREEMENT FUNDING AND PAYMENT

A. The total estimated amount of USAID funds to be provided under this Agreement for the period shown in Section II. above is U.S.\$680,300.

B. A.I.D. hereby obligates the amount of U.S. \$138,200 for eligible program expenditures during the estimated period of August 1, 1992, through December 31, 1992.

C. Payment shall be made to the Recipient in accordance with procedures set forth in Attachment 3 - Additional Standard Provision 1 entitled "Payment - Periodic Advance" and as provided for in Attachment 4, "Procedures for Disbursement of Agreement Funds."

D. Additional funds up to the total amount of the Agreement as shown in Section III.A., above, may be obligated by A.I.D. subject to the availability of funds, and to the requirements of the Mandatory Standard Provision 4 of the Agreement entitled "Revision of Grant Budget."

IV. FINANCIAL PLAN

A. Illustrative Financial Plan

The Illustrative Financial Plan for this Agreement is set forth in Table I below (a detailed Financial Plan is contained in Attachment 2). Revisions of this Plan shall be made in accordance with Mandatory Standard Provision 4 of this Agreement, located in Attachment 3 and entitled "Revision of Grant Budget." The Recipient is authorized

a 15% deviation between line items, provided that USAID is notified in writing of such budget changes in the Recipient's following Disbursement Report. However, any deviation in excess of 15%, or any increase in the total Grant, must be approved in advance in writing by the Director, USAID/South Africa.

Table I
Illustrative Financial Plan
SAR

<u>Item</u>	<u>Total</u>
Salaries	186,800
Capital Costs	55,400
Direct Costs	49,000
Evaluation	25,000
Audit	5,054
Overhead	44,976
TOTAL	366,230

B. Level of Assistance

The total Rand amount in the Illustrative Financial Plan (Table I) above is the maximum Rand amount available under this Agreement. The conversion rate from U.S. Dollars will be the prevailing rate at the time of conversion as determined by the Controller, USAID/South Africa. To determine the U.S. Dollar amount of the Agreement, an exchange rate of 2.65 R to one (1) U.S. Dollar will be used. Notwithstanding the above, in no event will the total Rand amount provided to the Recipient under the Agreement exceed the obligated dollar amount provided for in Section III. above.

Due to exchange rate fluctuations, the total amount of Rands available after converting the total obligated dollar amount into Rands may exceed the Rand Budget. If the Recipient desires to use such excess Rands to finance additional eligible program expenses, it may submit to USAID a written proposal for use of such funds. If USAID is in agreement with the Recipient's proposal, the Agreement may be modified to provide for the authorized expenditures. USAID reserves the right to deobligate any dollars in excess of those needed to fund the Rand

Budget. However, should changes in the exchange rate result in fewer South African Rands being available than budgeted for, the Recipient will be responsible for financing the shortfall since the U.S. Dollar amount prevails.

V. REPORTING

- A. The Recipient will submit semi-annual progress reports on activities funded and general performance under the Agreement. The semi-annual reports should include a brief description of program accomplishments during the preceding six months and a discussion of any problems encountered and how they were resolved.
- B. The Recipient will submit detailed reports which assess progress toward the specific targets described in Section X.A. "Program Special Provisions" of this Attachment to the Agreement. The format of these reports will be agreed upon by USAID and the Recipient at a later date. The reports will be submitted no later than two weeks after the benchmark due date.
- C. An evaluation of the program will be conducted in December 1992 by external evaluator(s) to assess the cost effectiveness and achievement of goals and targets for the Project. Continued funding for the project for years 2 and 3 will depend on the evaluation report. SAAAD and USAID will agree on the external evaluator and tasks for the evaluation. Details of the evaluation are stated in Special Provisions X of this Attachment.
- D. The Recipient will submit to USAID a copy of the final evaluation to be funded under the Agreement.
- E. The Recipient will submit a final report on all activities financed by the Agreement. The content and format of the final report will be agreed upon by USAID and the Recipient at a later date.

VI. OVERHEAD RATE

This Agreement provides for an overhead rate of 14% of the total budget.

VII. TITLE TO PROPERTY

Title to all property purchased under this Agreement shall vest in the Recipient in accordance with the terms of Attachment 3, Additional Standard Provision 18, entitled "Title to and Use of Property."

VIII. AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for all procurement with A.I.D. funds under the Agreement is the United States, the Republic of South Africa and countries included in A.I.D. Geographic Code 935, meaning that all goods and services financed by this Agreement shall have, with respect to goods, their source and origin and, with respect to the suppliers of services, their nationality in the United States, the Republic of South Africa or in other countries included in A.I.D. Geographic Code 935. Please refer to Attachment 5 for a list of countries included in Code 935.

IX. LOCAL COST FINANCING

It is hereby specified that the amount of U.S. Dollars authorized to be used for local cost financing is the entire amount obligated under this Agreement.

X. SPECIAL PROVISIONS

A. Program Special Provisions

In order to ensure that SAAAD is progressing toward its goal of building a strong, viable organization which can have a national impact on tertiary education in South Africa, specific targets for key dates are set forth below and must be reported on by SAAAD in accordance with Section V. "Reporting" of this Attachment to the Agreement. If targets are not achieved, USAID reserves the right to discontinue Agreement funding.

1. Within ninety days of the signing of this Agreement, SAAAD agrees to develop and submit for USAID approval detailed job descriptions for both a national coordinator/fund raiser of SAAAD and a senior researcher/instructor. Upon receiving USAID concurrence, SAAAD agrees to immediately initiate a search for suitable candidates to fill these positions. Before hiring both the coordinator and the researcher/instructor, SAAAD will prepare short memos to USAID/South Africa describing why a certain candidate was selected and requesting USAID concurrence with the hiring of this individual.

2. By December 31, 1992, the Transvaal, Natal, Eastern Cape and Western Cape regional offices will have achieved the following:

(a) the relationship between regional coordinators, the national coordinator and the executive committee will have been clarified and agreed upon;

(b) a clear set of responsibilities for each regional coordinator will have been developed and tasks for each region set;

(c) a regional coordinator will have been elected/appointed for each region and will be working at least one full day per week on SAAAD issues;

(d) a regional plan for each region will have been developed, including: (1) a two year budget with projected income and expenditures; (2) a statement addressing sustainability issues; and (3) a strategy for increasing membership; and

(e) each region will have produced a comprehensive list of its regional members.

3. By December 31, 1992, the national office will have accomplished the following:

(a) a national coordinator, a senior researcher and an administrative person will have been hired;

(b) an office will have been established in Johannesburg and the procurement of office equipment will have been initiated;

(c) the notion of a resource "center" will have been investigated; a decision will have been made as to what type of center is most appropriate to SAAAD; and plans for creating the center will be underway; and

(d) the first issue of the SAAAD newsletter will have been produced.

(e) it is critical that SAAAD not overlook the identification of needs which helped create Academic Support Programs in historically white and black universities and technikons. In turn, work in addressing the need led to the creation of SAAAD. That important need is academic support programs for disadvantaged black South African students admitted to tertiary institutions. In the rush to establish national and regional offices, newsletters, journals, national and international conferences, etc., the fundamental common link that binds tertiary institutions at this period in SAAAD's history is the disadvantaged black South African students at tertiary institutions, their academic problems and failure rates. SAAAD should continue to build on this opportunity and provide efficient and effective academic support and counselling services before embarking on ambitious large scale research efforts.

SAAAD's present success in and future commitment to this area will be an important element of assessment of SAAAD's accomplishments by the evaluation team at the end of the first year.

4. Mid-Term Evaluation - The purpose of the mid-term evaluation is to assess how far the targets set for December 1992 have been achieved in a cost effective and efficient manner. It will evaluate if the overall goals of SAAAD (academic support programs for disadvantaged blacks, academic development etc.) are being fulfilled. The research projects initiated by SAAAD will be assessed against the purpose and goals of SAAAD. It will also include how far SAAAD has progressed in its fund raising campaign to become a self-sustaining institution. These and other tasks for the evaluation and the candidate to conduct the evaluation will be discussed and agreed upon by SAAAD and USAID.

Further USAID funding for SAAAD for years 2 and 3 will depend on the outcome of the mid-term evaluation.

5. By February 28, 1993, the national office will have developed a two-year budget and national plan of action for SAAAD based on the four two-year regional plans. The national plan will address issues of sustainability and will include well-defined benchmarks for December 31, 1993.
6. A second evaluation of SAAAD will be carried out by an outside evaluator in approximately August 1994. This evaluation will include, but not be limited to, an assessment of the effectiveness of SAAAD in: (a) defining and carrying out its national and regional strategies; (b) promoting academic development activities; (c) stimulating research in the field of academic development; (d) promoting and coordinating educational research projects; (e) establishing publications in the field of academic development; and (f) promoting communication and enquiry among those involved in academic development. The organizational structure of SAAAD will also be reviewed for effectiveness. The evaluation will result in a series of recommendations for improving SAAAD's effectiveness. Both USAID and SAAAD will agree on the final scope of work for the evaluation as well as on the evaluator.

B. Operational Special Provisions

1. Procurement

(a) Scope: This provision is applicable to the extent that local cost financing is otherwise authorized by the Agreement. It does not require procurement in South Africa where offshore procurement could otherwise occur.

(b) Policy: In the procurement of goods and services in South Africa, the Recipient shall, to the maximum extent practicable, award contracts to individuals who or organizations which are disadvantaged by apartheid and are responsive and appropriate providers of goods and services.

(c) Definitions: Individuals and organizations disadvantaged by apartheid shall mean: (1) South African individuals of black, "colored" or Asian descent whose principal place of business is in the Republic of South Africa; and (2) private partnerships or commercial firms which are incorporated in or organized under the laws of the Republic of South Africa, whose principal place of business is in the Republic of South Africa, and which are more than 50 percent beneficially owned by South African persons of black, "colored" or Asian descent. The Republic of South Africa includes the so-called "independent" and "self-governing" homelands.

2. Competition: Except as otherwise provided in Sub-Section B. above, all procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, free and open competition.
3. Staff Recruitment: The Recipient agrees that all staff recruitment for positions funded by USAID will be carried out through an appropriate competitive process and that salary levels will be in accordance with community and professional standards.
4. Travel and Per diem: The Recipient will provide for USAID approval a copy of its travel and per diem policy covering both domestic and international travel for its staff and for program participants not to exceed U.S. Government rates. In the event the Recipient does not establish a policy, U.S. Government regulations governing travel and per diem shall apply.
5. Political Affiliation: The Recipient agrees that programs funded under this Agreement will be made available to individuals and groups regardless of their political beliefs or affiliations. The

Recipient shall not discriminate in its hiring practices or in the provision of its services against individuals or organizations who associate themselves with any particular political philosophy. The Recipient shall periodically review the level of actual provision of its services to assure that persons or organizations sympathetic to certain political groupings or philosophies are not intentionally excluded from activities financed by USAID.

XI. STANDARD PROVISIONS

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

ATTACHMENT 2

PROGRAM DESCRIPTION

I. SUMMARY

This Agreement provides support to the South African Association for Academic Development (SAAAD) through financing operational and programmatic costs for the organization during its initial period of operation. Specifically, the Agreement will finance administrative costs (salaries, overhead and staff travel), certain capital costs, conference and meeting costs, the production of a newsletter and journal and a final evaluation.

II. BACKGROUND

A. Support to Tertiary Education Project

This Agreement is financed under USAID's Support to Tertiary Education Project (STEP). The goal of STEP is to ensure that black South Africans are full contributors to and participants in the political, social, economic and intellectual life of their nation. To support the realization of the program's goal, the purpose of STEP is to prepare and empower black South Africans and selected institutions for positions of leadership and importance in order to promote peaceful change and transition to a nonracial democracy that is envisioned in the nation's future. STEP is, therefore, designed to promote leadership, develop human resources and support the success of black students in tertiary education institutions. Based on extensive consultations with educationists, community leaders, parents, students, and based also on the Mission's own assessment of the Bursary Project, priority is given to education projects which: help disadvantaged South Africans cope with and overcome the inadequacies of apartheid education; are nonracial yet affirm black leadership within the organization; promote communication and resource-sharing with organizations providing similar services; and support the development of nonracial education in a post-apartheid South Africa.

B. The South African Association for Academic Development

In the early 1980's, academic support programs in the historically white tertiary institutions recognized a need to share ideas, experiences and expertise. This led to the convening of annual conferences and informal, ad

hoc contact between the programs. In 1986/7, the historically black tertiary institutions felt that they needed a similar forum for discussing and sharing academic development issues and ideas. This led to the formation of the South African Association for Academic Development (SAAAD). By the end of 1989 it became apparent that, although the needs of historically black and historically white institutions were different in terms of the scale of their response to disadvantaged students and in terms of their specific institutional contexts, many of the problems they were facing and issues that arose were similar. As a result, SAAAD became the umbrella organization to meet the needs of all tertiary institutions, both historically black and historically white.

The first "joint" conference was held in 1990, with other conferences and workshops taking place in the succeeding years. Thus far, SAAAD has generated funds through both its membership and ad hoc grants to fund meetings, workshops and conferences; all personnel involved have volunteered their time.

While SAAAD's efforts are appreciated by its members, its potential for sustaining and developing activities further is extremely limited by funding. In addition, the notion of an annual conference and regional workshops is now recognized as only a small part of what an organization like SAAAD should be capable of offering. The needs of its members, therefore, are only partially being met.

Over the next six months, SAAAD plans to focus on strengthening its organizational capabilities. Specifically, it will develop a national office in Johannesburg with responsibility for national coordination and development as well as Transvaal regional coordination and development. In addition, the three small regional offices in Natal, the Eastern Cape and the Western Cape will be strengthened. A full-time national coordinator will be hired for the national office and part-time regional coordinators will be appointed. Each regional office will develop a strategy, budget and plan of action for that specific region. The national office will then use the regional strategies to develop a national strategy and budget.

During this organizational strengthening phase, SAAAD will maintain contact with the USAID-funded Tertiary Education Project Support (TEPS) unit in Johannesburg and make use of their assistance in the areas of training, technical assistance and pilot projects.

III. PROBLEM

The need for academic support/development for staff and students at tertiary institutions in South Africa has been recognized since the late 1970's. At the historically white universities, growing numbers of disadvantaged students and the disproportionate failure rates of these students led to the development of Academic Support Programs (ASPs). The distinctive nature of the demography of these universities, where disadvantaged students were and are a minority, led to ASPs which focussed primarily on the need to provide supplementary and enriched tuition. At the historically black universities, where the great majority of students are disadvantaged, academic support has focussed on meeting the educational needs of students through the development of staff (academic development). Over the last few years, however, programs in both the historically white and historically black universities have broadened so that programs in both types of universities now cater to the educational needs of disadvantaged students through both the development of students and the development of staff.

The need for academic support/development programs is unquestionable. There is a widening gap between the quality of matriculants, where many disadvantaged students have not had the opportunity to develop their educational potential, and the educational demands of tertiary education. At the same time, the increased numbers of severely disadvantaged matriculants entering tertiary institutions has not only challenged the educational assumptions of these institutions but has also proven the academic and administrative staff ill-equipped to deal with the range of student educational and socio-economic needs. Far reaching programs are required to assist students and staff in both historically black and historically white tertiary institutions to deal with the demographic and academic changes in the environment.

IV. PURPOSE

The purpose of this Agreement is to support the South African Association for Academic Development (SAAAD) by providing funding for strengthening SAAAD's organizational and administrative structures. This, in turn, will allow SAAAD to carry out its program of: (1) promoting academic development activities; (2) stimulating research in the field of academic development; (3) promoting and coordinating educational research projects; (4) establishing publications in the field of academic development; (5) promoting communication and enquiry among academics; and (6) identifying and providing ASP experts to its membership on a consultative basis.

V. PROGRAM DESCRIPTION

This Agreement provides funding to SAAAD for the following purposes: (1) administration; (2) capital equipment for the national and regional offices; (3) meeting costs; (4) the production of a newsletter and journal; and (5) a final evaluation.

A. Administration

1. National Office Staff Salaries

a. Coordinator: The Agreement will finance the salary of a full-time Coordinator for SAAAD's national office for two years. As described in Section X.A.1. of Attachment 1 of this Agreement, SAAAD will provide, for USAID approval, a job description for the coordinator position within ninety days of the signing of this Agreement and will then immediately begin to recruit a suitable candidate for this position. The Coordinator will also serve as the fund raiser for the organization.

b. Senior Researcher: The Agreement will finance the salary of one full-time senior researcher to work in the SAAAD national office for two years. As described in Section X.A.1. of Attachment 1 of this Agreement, SAAAD will provide, for USAID approval, a job description for this position within ninety days of the signing of this Agreement and will then immediately begin to recruit a suitable candidate for this position.

c. Secretary/Bookkeeper: The Agreement will finance the salary of a full-time Secretary/Bookkeeper for SAAAD for two years.

2. Regional Staff Salaries

a. Regional Coordinators: The Agreement will finance the part-time salaries of regional coordinators for Transvaal, the Eastern Cape, the Western Cape and Natal for two years. These regional coordinators will work an estimated one day per week for SAAAD and the salary paid by SAAAD will equal approximately 20% of a full-time salary.

b. Regional Secretaries: The Agreement will finance the part-time salaries of one regional secretary for each of the four regional offices for two years.

3. Travel and Per diem

The Agreement will finance SAAAD-related travel and per diem for members of the Executive, the national coordinator, the four regional coordinators, the senior researcher and other staff members.

4. Overhead

The Agreement will finance the overhead costs of running the SAAAD national office, including rent and utilities, telephone, postage, insurance, cleaning, printing and stationery, etc.

B. Capital Equipment

The Agreement will finance the purchase of certain capital equipment for both the national office and the regional offices, including: office furniture and miscellaneous equipment; five personal computers and printers; related software; one photocopier; one fax machine; and five answering machines.

This equipment will allow SAAAD to set up its national office and maintain contact with the regional offices.

No equipment will be purchased for the national office before a national coordinator has been hired; no equipment will be purchased for any regional offices until a regional coordinator for that region has been appointed. Furthermore, only three of the five personal computers will be purchased immediately; the remaining two will only be purchased once SAAAD has demonstrated the need for additional research personnel and the financial capacity to fund such positions. Before purchasing any of the above equipment, SAAAD will: (1) seek quotes from at least three suppliers for the equipment needed; (2) evaluate the quotes based on both price and equipment offered; (3) prepare a short memo to USAID/South Africa describing the rationale for selecting the preferred offeror; and (4) receive USAID concurrence for the purchase.

C. Meeting Costs

Meeting costs will be fully funded in 1992. Thereafter, as SAAAD strives to achieve some self-sufficiency, the costs of meetings will be partially funded by USAID at the rate of 75% in 1993 and 50% in 1994.

1. Meetings of the SAAAD Executive

The Agreement will finance travel and accommodation costs (when necessary) for members of SAAAD's executive committee attending executive meetings.

2. National and Regional Conference Groups

The Agreement will finance travel and accommodation costs (when necessary) for SAAAD representatives attending national and regional meetings.

3. International Conference

The Agreement will finance travel and per diem costs for one SAAAD representative to attend an international conference in 1993 and two SAAAD representatives to attend international conferences in 1994. Relevant conferences may include the "Improving University Teaching" conference and the "Freshman Year" conference.

D. Newsletter

The Agreement will finance the production and publication of a newsletter to be distributed among SAAAD members and other organizations and individuals involved in academic development.

E. Journal

The Agreement will finance the production and publication of a journal containing the results of research carried out by or supported by SAAAD, as well as other articles on academic support and development.

F. Evaluation

The Agreement will finance an outside evaluation of SAAAD in December 1992 and in August 1994 which will assess the effectiveness of SAAAD as described in Section XI.A.5. of Attachment 1 of this Agreement.

G. Audit as required by recipient audit program

VI. PROGRAM IMPLEMENTATION

It is planned that the STEP/SAAAD program will be implemented in stages over a three-year period. The first tranche of funds will be provided in FY92 as a planning grant to enable SAAAD to develop and strengthen its national and regional offices. Section V. of Attachment 2 provides a detailed description for the SAAAD organizational strengthening strategy. Funding decisions for FY93 and FY94 will depend upon SAAAD's ability to satisfy points 1 to 4 of the Special Provisions outlined in Section X. of Attachment 1 entitled "Special Provisions."

ILLUSTRATIVE FINANCIAL BUDGET
(SAR)

ITEMS	BUDGET			
	Year 1 (1992)	Year 2 (1993)	Year 3 (1994)	Total
1. <u>Salaries</u>	186,800	431,400	496,200	1,114,400
Director/Coordinator (F.T.)	46,000	105,800	121,700	
Secretary/Bookkeeper (F.T.)	28,000	64,400	74,100	
Senior Researcher (F.T.)	46,000	105,800	121,700	
3-Regional Secretary (P.T.)	30,000	69,000	79,500	
4-Regional Coordinator (20%)	<u>36,800</u>	<u>86,400</u>	<u>99,200</u>	
2. <u>Capital Costs</u>	55,400	18,500	-	73,900
Personal Computers & Printers	24,000	16,000	-	
FAX Machine	4,000	-	-	
Telephone answering N/C	2,400	-	-	
Office Furniture	10,000	2,500	-	
Photocopier	<u>15,000</u>	<u>-</u>	<u>-</u>	
3. <u>Direct Costs</u>	49,000	100,500	154,800	304,300
Exec: Comm: Mtgs	12,000	20,000	30,000	
Reference Group Mtgs	6,000	20,000	30,000	
Regional Comm: Mtgs	10,000	20,000	40,000	
Travel & Per Diem	20,000	25,000	30,000	
Newsletter	1,000	3,000	4,800	
International Conference	<u>-</u>	<u>12,500</u>	<u>20,000</u>	
4. Evaluation	25,000	-	25,000	50,000
5. Audits	5,054	4,950	5,017	15,021
6. Overhead (14% of Total)	<u>44,976</u>	<u>77,750</u>	<u>95,343</u>	<u>218,069</u>
TOTAL	SAR: <u>366,230</u>	SAR: <u>633,100</u>	SAR: <u>776,360</u>	SAR: <u>1,775,690</u>
Total in U.S. \$	\$138,200	\$243,500	\$298,600	\$ 680,300

22.8