

PD ABP-968 994

96017

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT DATA SHEET

1. TRANSACTION CODE

A = Add
C = Change
D = Delete

Amendment Number

DOCUMENT CODE

3

2. COUNTRY/ENTITY

AFRICA REGIONAL

4. BUREAU/OFFICE

AFR

3. PROJECT NUMBER

698-0487

5. PROJECT TITLE (maximum 40 characters)

National Council of Negro Women
Planning Grant II

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)

MM DD YY
03 31 93

7. ESTIMATED DATE OF OBLIGATION

(Under "B." below, enter 1, 2, 3, or 4)

A. Initial FY 92

B. Quarter 2

C. Final FY 92

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total						
(Grant)	(320)	(-)	(320)	(320)	(-)	(320)
(Loan)	()	()	()	()	()	()
Other U.S.						
1.						
2.						
Host Country						
Other Donor(s)						
TOTALS	320	-	320	320	-	320

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) DFA	760	710		-	-	320	-	320	-
(2)									
(3)									
(4)									
TOTALS				-	-	320	320		

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

740 660

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code BWW PART PVOW
B. Amount

13. PROJECT PURPOSE (maximum 480 characters)

To assist the National Council of Negro Women and African women-run NGO Partner organizations develop management systems designed to increase their ability to undertake development projects.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY
0 2 9 3

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000 941 Local Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a page PP Amendment.)

17. APPROVED BY

Signature
Title

Warren Weinstein

Director, AFR/ONI

Date Signed MM DD YY
044 07 92

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

April 7, 1992

ACTION MEMORANDUM FOR THE DIRECTOR, AFR/ONI

THRU: AFR/ONI/PMO, Al Harding *Al Harding*

FROM: AFR/ONI/PMO, D. W. Muncy *D. W. Muncy*

SUBJECT: NCNW Planning Grant II

I. Proposed Action: Your approval is requested for a cooperative agreement of \$320,000 in DFA funds for a one-year Planning Grant to the National Council of Negro Women (698-0487).

II. Discussion:

A. Purpose: The purpose of this one-year, \$320,000 unsolicited proposal from the National Council of Negro Women (NCNW) is to assist NCNW in obtaining needed assistance to further develop management systems for the International Division of NCNW's headquarters and provide assistance to three partnership organizations in Senegal, Botswana and Zimbabwe in conducting baseline studies, and other assessments. The planning grant will also assist NCNW in developing the technical aspects of development projects that NCNW wishes to undertake in Africa.

B. Background: NCNW submitted an unsolicited proposal in July, 1989, for \$3.7 million. Of this amount, \$2.1 million would finance direct institution building activities such as in-country technical assistance, participant training, research, and the dissemination of information regarding project successes. In addition, \$1.2 million would finance a Development Fund which would provide assistance to priority projects identified by NCNW's African partner organization and/or constituents, and \$0.4 million for administrative costs. The project is designed to increase the abilities of African women and their representative organizations to take more control of their own development.

NCNW's proposal went through several revisions--each with direct Africa Bureau input to bring the proposal submitted up to A.I.D. standards that would provide for adequate technical review. The third and last review of the proposal was conducted in November, 1991. At that time, the project committee found the overall concept of the NCNW proposal worthwhile and should be supported by the Bureau.

C. Project Committee Review: The Project Review Committee (PRC) found the NCNW proposal inadequately designed. Based on the November 19, 1991 review of the assistance application,

significant committee concerns were identified, such as NCNW capabilities to manage the proposed grant; NCNW's ability to implement the project based on the submitted proposal; the involvement of "partnership" NGOs in target countries; the proposed credit component of the Development Fund and how it would be managed; the lack of governmental clearances to conduct the activity in-country; NCNW's in-country staff to carry out the proposed activities; the budget, as outlined; and, fiscal viability of NCNW itself.

Despite these concerns, the PRC determined the concept outlined by NCNW to be feasible--and the activity is supported by the USAID missions in the three target countries. Based on favorable comments from the USAID missions, the PRC concluded that NCNW has demonstrated the capability for working in African countries and with indigenous PVOs focussing on women's groups. The PRC further concluded that, with assistance from the Bureau, NCNW can demonstrate the ability to develop sound development projects for implementation.

In a memorandum to the AA/AFR which outlined the PRCs concerns, the PRC recommended that NCNW would be a likely candidate for a planning grant for a period of one year. With the approval of AA/AFR, NCNW was presented the option to NCNW to submit an unsolicited proposal for a planning grant according to guidelines provided by AFR/ONI. Shortly thereafter, NCNW submitted a revised proposal for a planning grant which was reviewed and approved by the PRC. The PRC determined that the planning grant should be for a one-year period and should not exceed the \$325,000, as approved by AA/AFR.

III. Project Description: This one-year, \$320,000 cooperative agreement will assist NCNW's partner organizations in Senegal, Botswana and Zimbabwe by providing institutional strengthening to primarily women-run African NGOs and other indigenous NGOs through partnership arrangements. Activities will include development of detailed implementation plans for undertaking development activities. In addition, this planning grant will assist NCNW to develop several management systems designed to support NCNWs overseas development programs.

A. Relationship of Project to A.I.D. Strategy: This project will promote and assist African-based women's organizations in several countries. The activity directly responds to regional interests in supporting women-in-development (WID) activities designed to foster social and economic development and that, over time, can achieve sustainability through independent resource mobilization.

B. Beneficiaries: The direct beneficiaries of this activity will be the International Division of NCNW and the principally women-run/managed partner organizations in the three target

countries. Assistance provided under this activity will be provided to organizations that have approval of the host government to undertake development projects and that have demonstrated the capacity to upgrade their ability to foster development in the target countries. The indirect beneficiaries will be recipients of assistance provided by NCNW's partner organizations in the target countries once increased capability to deliver development assistance is obtained.

C. Major Outputs: Principal outputs of this activity will be an increased capability of NCNW and its African partner organizations to develop on-going development activities in key sectors that will ultimately increase the participation of women in the development process.

D. Financial Summary: The life of project funding from A.I.D. is \$320,000. An FY 1992 obligation of \$320,000 is planned.

IV. Environmental Considerations: The activities planned under this planning grant are principally technical assistance and training. There are no environmental considerations anticipated due to the nature of the planned activities.

V. Implementation Plan: Subsequent to the signing of the cooperative agreement, within 45 days of the grant signing, NCNW and AFR/ONI will develop a detailed implementation plan that will result in achieving the desired objectives of the planning grant within the one-year life of project period. During the first 60 days of initial project implementation, NCNW will obtain approvals from USAID missions and host countries to undertake activities in target countries.

VI. Areas of Substantial Involvement: During the period of the planning grant, AFR/ONI will have substantial involvement in such areas as: (1) identification of consultants/experts retained to assist NCNW and its partner organizations; (2) review and approval of an implementation plan concerning activities to be carried out under the planning grant; and (3) review of management systems to be designed during the grant period. In addition, AFR/ONI will require that:

a. A financial audit of the activities financed under the grant shall be carried out at the conclusion of the Planning Grant.

b. The grantee agrees to conduct an evaluation at the end of the grant period and to co-operate with A.I.D. representatives to the extent the latter wish to become involved in the evaluation process.

c. The grantee agrees that it will obtain host country concurrence to undertake activities within the country as

specified in the Cooperative Agreement, Attachment I, entitled Program Description.

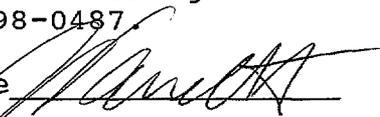
VII. Implementing Agency: The planning grant will be implemented by the National Council of Negro Women (NCNW).

VIII. Exception to Competition Requirement: An exception to the competition requirement is appropriate for this activity because it is the result of an unsolicited proposal from NCNW and represents an appropriate use of A.I.D. funds. Therefore, in accordance with the provisions of A.I.D. Handbook 13, Chapter 2B.3 (a) competition is not required.

IX. Justification to the Congress: A Congressional Notification was forwarded to Congress on March 9, 1992 and expired without objection on March 21, 1992.

X. Authority: Pursuant to Delegation of Authority No. 553 the Director, AFR/ONI has the authority to authorize project assistance when a PID or PID-like document has been approved. In this case, the AA/AFR's approval to develop a planning grant in lieu of the original proposal is analogous to PID-level approval.

XI. Recommendation: That you sign the attached Project Authorization and Project Data Sheet, Section 17, and thereby approve life-of-project funding of \$320,000 in DFA grant funds for the NCNW Planning Grant II Project, 698-0487.

Approve 

Disapprove _____

Date April 7, 1992

PROJECT AUTHORIZATION

NAME OF COUNTRY: Africa Regional
NAME OF PROJECT: National Council of Negro Women Planning
Grant II
NUMBER OF PROJECT: 698-0487

1. Pursuant to Section 496 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the National Council of Negro Women (NCNW) Planning Grant II involving planned obligations not to exceed \$320,000 in grant funds over a one-year period from date of initial obligation, subject to the availability of funds in accordance with the A.I.D. OYB allotment process to help finance the foreign exchange and local currency costs of the project. The planned life of the project is one year from the date of initial obligation.

2. The project will assist NCNW and African women-run NGO partner organizations develop management systems designed to increase their ability to undertake development projects. Grant funds will be used by NCNW to assist partner organizations in Senegal, Botswana and Zimbabwe by providing institutional strengthening to primarily women-run African NGOs and other indigenous NGOs through partnership arrangements.

3. The Agreements which may be negotiated and executed by the officers to whom such authority is delegated in accordance with A.I.D. regulations and delegations of authority shall be subject to the following terms and major conditions as A.I.D. may deem appropriate.

a. Source, Origin and Nationality:

Commodities financed by A.I.D. under the project shall have their source and origin in the United States, the Cooperating Country or other countries included in A.I.D. Geographic Code 935, except as A.I.D. may otherwise agree in writing. Except for ocean shipping, the suppliers of commodities or services shall have the United States, the Cooperating Country or other countries included in A.I.D. Geographic Code 935 as their place or nationality, except as A.I.D. may otherwise agree in writing.

Ocean shipping financed by A.I.D. under the project shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of the United States, the Cooperating Country and other countries included in Code 935.



Warren Weinstein
Director

Office of Operations and New Initiatives
Bureau for Africa

Clearances:

ONI/PMO: AHarding (draft)	Date: 3/5/92
GC/AFR: ESpriggs (draft)	Date: 4/3/92
AFR/DP: JGovan 	Date: 4-6

DM
DRAFT:DWMUNCY:03/05/92:WPDOC:NCNWAUTH.mem

Clearances:

ONI/PMO: AHarding	<i>AH</i>	Date:	<i>3/5/92</i>
MRP/RC: LGrizzard	<i>WJG</i>	Date:	<i>3/24/92</i>
AFR/ONI: PGuedet	<i>PG</i>	Date:	<i>3-7-92</i>
AFR/SWA: TBork	<i>TB</i>	Date:	<i>3/24/92</i>
AFR/SA: CDean	<i>CD</i>	Date:	<i>3/30/92</i>
GC/AFR: ESpriggs	<i>ES</i>	Date:	<i>4/3/92</i>
AFR/DP: JGovan	<i>JG</i>	Date:	<i>4-6</i>



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

APR 20 1992

Lucile Thomas
Director
NATIONAL COUNCIL OF NEGRO WOMEN, INC.
1211 Connecticut Ave. N.W., Suite 702
Washington, D.C. 20036

Subject: Cooperative Agreement No. AOT-0487-A-00-2062-00

Dear Ms. Thomas:

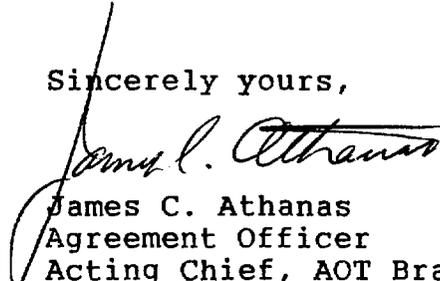
Pursuant to the authority contained in the Foreign Assistance Act of 1961 and the Federal Grant and Cooperative Agreement Act of 1982, as amended, the Agency for International Development (hereinafter referred to as "A.I.D.") hereby provides to NATIONAL COUNCIL OF NEGRO WOMEN, INC., (hereinafter referred to as "NCNW" or "Recipient") the sum set forth in Section 1C.2. of Attachment 1 of this Cooperative Agreement to provide financial support for the program described in Attachment 2 of this Cooperative Agreement entitled "Program Description."

This Cooperative Agreement is effective as of the date of this letter. Notwithstanding this effective date, the funds obligated hereunder shall be used to reimburse the Recipient for allowable program expenditures for the period from April 7, 1992 through the estimated completion date of April 7, 1993.

The total estimated amount of this Cooperative Agreement is the amount set forth in Section 1C.1. of Attachment 1, of which the amount set forth in Section 1C.2. is hereby obligated. A.I.D. shall not be liable for reimbursing the Recipient for any costs in excess of the obligated amount. This Cooperative Agreement is made to the Recipient on the condition that the funds will be administered in accordance with the terms and conditions as set forth in the attachments listed under my signature below, which together constitute the entire Cooperative Agreement document and have been agreed to by your organization.

Please acknowledge receipt of this Cooperative Agreement by signing all copies of this cover letter, retaining one complete copy of the cover letter and Agreement for your files, and returning the remaining copies of the cover letter and Agreement to the undersigned.

Sincerely yours,

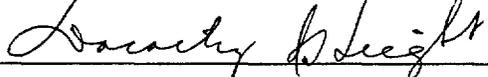

James C. Athanas
Agreement Officer
Acting Chief, AOT Branch
Office of Procurement

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

ACKNOWLEDGED:

NATIONAL COUNCIL OF NEGRO WOMEN, INC.

BY: 

TYPED NAME: Dorothy I. Height

TITLE: President and CEO, NCNW, Inc.

DATE: April 20, 1992

FISCAL DATA

A. GENERAL

A.1.	Total Estimated A.I.D. Amount:	\$320,000
A.2.	Total Obligated A.I.D. Amount:	\$320,000
A.3.	Project No.:	698-0487
A.4.	A.I.D. Project Office:	AFR/ONI, D. Muncy
A.5.	Funding Source:	A.I.D./W
A.6.	Tax I.D. No.:	53-0173054
A.7.	DUNS No.:	074819806
A.8.	LOC No.:	72-00-1337

B. SPECIFIC

B.1.(a)	PIO/T No.:	698-0487-3-2614406
B.1.(b)	Allotment:	281-61-698-00-69-21
B.1.(c)	Appropriation:	72-112/31014
B.1.(d)	BPC:	GSS2-92-31698-KG12
B.1.(e)	PIO/T Amount:	\$320,000

ATTACHMENT 1

SCHEDULE

1A. PURPOSE OF AGREEMENT

The purpose of this Agreement is to provide financial support for the program described in Attachment 2 of this Agreement entitled "Program Description."

1B. PERIOD OF AGREEMENT

The effective date of this Agreement is the date of the Cover Letter and the estimated completion date is April 7, 1993. Funds obligated hereunder (see Section 1C.2. below) shall be used to reimburse the Recipient for allowable program expenditures incurred by the Recipient in pursuit of program objectives during the period April 7, 1992 (see Section 1D.4. below) through the estimated completion date of April 7, 1993. Funds obligated hereunder are anticipated to be sufficient for completion by the Recipient of the program described in Attachment 2 of this Agreement by the estimated completion date.

1C. AMOUNT OF AGREEMENT AND PAYMENT

1C.1. The total estimated amount of this Agreement for its full period, as set forth in Section 1B. above, is \$320,000.

1C.2. A.I.D. hereby obligates the amount of \$320,000 for the purposes of this Agreement during the indicated period set forth in Section 1B. above, thereby fulfilling A.I.D.'s funding requirements. A.I.D. shall not be liable for reimbursing the Recipient for any costs in excess of the obligated amount.

1C.3. Payment shall be made to the Recipient in accordance with procedures set forth in the Standard Provision of this Agreement entitled "Payment - Letter of Credit," as shown in Attachment 3.

1D. AGREEMENT BUDGET

1D.1. The following is the Budget for the total estimated amount of this Agreement (see Section 1C.1. above) for its full period (see Section 1B. above). The Recipient may not exceed the total estimated amount or the obligated amount of this Agreement, whichever is less (see Sections 1C.1. and 1C.2., respectively, above). Except as specified in the Standard

Provision of this Agreement entitled "Revision of Grant Budget," as shown in Attachment 3, the Recipient may adjust line item amounts as may be reasonably necessary for the attainment of program objectives.

Revisions to the budget shall be in accordance with Section 1C. above and the Standard Provisions entitled "Revision of Grant Budget".

1D.2. Budget

<u>Cost Element</u>	<u>A.I.D. Contribution</u>
H.Q. Personnel	\$ 58,750
Fringe	12,925
Overseas Personnel	96,000
Travel	30,000
NCNW/ID Office Expenses	14,580
Technical Assistance	28,500
Management Assessment	15,000
Indirect Rate	<u>64,245</u>
	\$320,000

1D.3. Inclusion of any cost in the budget of this Agreement does not obviate the requirement for prior approval by the Agreement Officer of cost items designated as requiring prior approval by the applicable cost principles (see the Standard Provision of this Agreement set forth in Attachment 3 entitled "Allowable Costs") and other terms and conditions of this Agreement, unless specifically stated in Section 1I. below.

1D.4. Notwithstanding the effective date of this Agreement as shown in Section 1B. above, and subject to the Standard Provision of this Agreement entitled "Allowable Costs," costs incurred by the Recipient in pursuit of program objectives on or after the earliest date set forth in Section 1B. above shall be eligible for reimbursement hereunder. Such costs are included in the Agreement Budget shown above.

12

1E. SUBSTANTIAL INVOLVEMENT:

During the period of this Agreement, the responsible A.I.D. Officers will have substantial involvement in the following:

- Identification and selection of consultants/experts retained to assist NCNW in the development of management systems and with the selection of technical assistance connected with NCNW's assisting its partner organizations overseas.
- Review and approval of an implementation plan concerning activities planned under the Agreement.
- Review of management systems designed and put in place towards the end of the Agreement period.

1F. REPORTING

1F.1. Financial Reporting

1F.1.(a) Financial reporting requirements shall be in accordance with the Standard Provision of this Agreement entitled "Payment - Letter of Credit," as shown in Attachment 3.

1F.1.(b) All financial reports shall be submitted to A.I.D., Office of Financial Management, PFM/FM/CMPD/DCB, Room 700 SA-2, Washington, D.C. 20523-0209. In addition, one copy of all financial reports shall be submitted to the A.I.D. Project Office specified in the Cover Letter of this Agreement.

1F.1.(c) The frequency of financial reporting and the due dates of reports shall be as specified in the Standard Provision of this Agreement referred to in Section 1F.1.(a) above.

1F.2.(a) Program Performance Planning and Reporting

NCNW will coordinate with AFR/ONI on the preparation of all activities identified in the above program description. NCNW will provide AFR/ONI with written progress reports on a monthly basis outlining activities completed and activities planned for the coming months. These reports should not exceed 10 single-spaced typewritten pages.

At the conclusion of the Agreement period, NCNW will provide A.I.D. a final report summarizing the work undertaken under the Agreement along with the revised project proposal. The final Agreement report should not exceed 25 typewritten single-spaced pages.

1F.2.(b) Trip Reports

Within 30 days following the completion of each international trip, the Recipient shall submit 1 copy of a trip report summarizing the accomplishments of the trip to the A.I.D. Project Officer specified in the cover letter of this Agreement. If several individuals are travelling together to one site, a single report representing the group will suffice. The report shall include the purpose of the trip, technical observations, suggestions and recommendations, overall impressions of the site situation (if appropriate), and a list of persons visited with their title and organization affiliation.

1G. TITLE TO PROPERTY

Title to property acquired hereunder shall vest in the Recipient, subject to the requirements of the Standard Provision of this Agreement entitled "Title To and Use of Property (Grantee Title)" regarding use, accountability, and disposition of such property.

1H. PROCUREMENT AND (SUB)CONTRACTING

1H.1. Applicability

This Section 1H. applies to the procurement of goods and services by the Recipient (i.e., contracts, purchase orders, etc.) from a supplier of goods and services (see the Standard Provisions of this Agreement entitled "Procurement of Goods and Services" and "AID Eligibility Rules for Goods and Services"), and not to assistance provided by the Recipient (i.e., a subAgreement or [sub]agreement) to a subrecipient (see the Standard Provision of this Agreement entitled "Subagreements").

IH.2. Requirements

In addition to other applicable provisions of this Agreement, the Recipient shall comply with paragraph (b)(1) of the Standard Provision of this Agreement entitled "AID Eligibility Rules for Goods and Services," concerning total procurement value of less than \$250,000 under this Agreement. If, under the order of preference set forth in paragraph (b)(1)(i) of said Standard Provision, the Recipient procures goods or services from cooperating country sources, the Standard Provision of this Agreement entitled "Local Cost Financing" shall also apply. However, paragraph (b)(1) of the Standard Provision entitled "AID Eligibility Rules for Goods and Services" does not apply to: the restricted goods listed in paragraph (a)(3) of said Standard Provision and paragraph (e) of the Standard Provision entitled "Local Cost Financing," which must be specifically approved by the Agreement Officer in all cases, except to the extent that such approval may be provided in Section II. below; or to paragraph (d) of said Standard Provision pertaining to air and ocean transportation, to which the Standard Provisions entitled "Air Travel and Transportation" and "Ocean Shipment of Goods" apply, respectively. Paragraph (b)(2) of the Standard Provision entitled "AID Eligibility Rules for Goods and Services" does not apply.

IH.3. Approvals

Inclusion of costs in the budget of this Agreement for the purchase of nonexpendable equipment obviates neither the requirement of Section J.13. of OMB Circular A-21 (for educational institutions) or Section 13 of Attachment B of OMB Circular A-122 (for nonprofit organizations other than educational institutions) for prior approval of such purchases by the Agreement Officer, nor any other terms and conditions of this Agreement, unless specifically stated in Section II. below.

11. INDIRECT COST RATES

11.1. Pursuant to the Standard Provision of this Agreement entitled "Negotiated Indirect Cost Rates - Provisional," an indirect cost rate or rates shall be established for each of the Recipient's accounting periods which apply to this Agreement. Pending establishment of final or revised provisional indirect cost rates, provisional payments on account of allowable indirect costs shall be made on the basis of the following negotiated provisional rate(s) applied to the base(s) which is (are) set forth below:

<u>Type</u>	<u>Rate</u>	<u>Base</u>
Overhead	25.12%	1/

1/ Base of Application: Total direct cost plus Membership costs less Administration - International Division and Management and General Expenses.

1J. SPECIAL PROVISIONS

1J.1. Management Controls:

While it is recognized that the Recipient has already initiated corrective measures to address the "internal control" issues raised in Audit Report LTR No. 91-90, dated Sept. 13, 1991, for FY 89, it is expected that during the term of the subject Cooperative Agreement, the Recipient shall continue its efforts towards improving its management/internal controls, and such efforts will be reviewed by AID at the conclusion of the subject Agreement and prior to the award of any future Agreements/Grants by the subject Agreement Officer.

1J.2. Limitations on Reimbursement of Costs of Compensation for Personal Services and Professional Service Costs

1J.2.(a) Employee Salaries

Except as the Agreement Officer may otherwise agree in writing, A.I.D. shall not be liable for reimbursing the Recipient for any costs allocable to the salary portion of direct compensation paid by the Recipient to its employees for personal services which exceed the highest salary level for a Foreign Service Officer, Class 1 (FS-1), as periodically amended.

1J.2.(b) Consultant Fees

Compensation for consultants retained by the Recipient hereunder shall not exceed, without specific approval of the rate by the Agreement Officer: either the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years; or the maximum rate of a Foreign Service Officer, Class 1 (FS-1) (as periodically amended), whichever is less.

1K. RESOLUTION OF CONFLICTS

Conflicts between any of the Attachments of this Agreement shall be resolved by applying the following descending order of precedence:

- Schedule
- Standard Provisions
- Program Description

17

ATTACHMENT 2

PROGRAM DESCRIPTION

Objective

The objective of this Cooperative Agreement is to provide the Recipient with a one year "planning" type grant for the purpose of amplifying and revising its unsolicited proposal entitled: "Institution Building Strengthening African Women's Organizations as Development Change Agents"; and (2) to assist NCNW and its African women-run NGO partner organizations develop management systems designed to increase their ability to undertake development projects. At the conclusion of the one-year period, NCNW will have prepared a fully revised and expanded assistance application consistent with AID development priorities for the Africa region and in accordance with accepted Agency proposal preparation procedures. In addition, management systems for both NCNW's International Division and overseas partner organizations will be in place. AID support under the Agreement will assist NCNW support its headquarters and overseas office development of the proposal. Funds provided by AID will cover, inter alia, costs associated at NCNW headquarters with redesign efforts, cost associated with assisting NCNW country-offices develop local operational plan, management systems, and development of a detailed implementation plan covering all aspects and phases of the longer-term activity.

However, it should be clearly understood that AID's award of the subject Cooperative Agreement is in no way any commitment or obligation on AID's part to award any subsequent grant award based on NCNW's revisions to its above referenced proposal.

The National Council of Negro Women/International Division (NCNW/ID) will undertake or coordinate the following:

--Review A.I.D. guidance with respect to the preparation of unsolicited assistance applications, modifying the proposal submitted to A.I.D. in accordance with approved Agency policies and procedures for submitting unsolicited proposals. The revision will include information on NCNW's proposed contribution to overall project costs.

--Work closely with AID/AFR/ONI in the development of said proposal ~~coordinating with appropriate staff personnel~~ throughout the preparation of the proposal.

7
--Retain AID/AFR/ONI-approved technical assistance (expert or consultant) familiar with AID's rules, regulations and procedures concerning the preparation of project documents, specifically pertaining to unsolicited proposals. Technical assistance includes working with NCNW/ID staff and NCNW offices overseas for a period up to 75 work days. It is understood ~~NCNW/ID, the consultant and AFR/ONE will consult frequently (at least weekly)~~ during the period of the planning grant.

--NCNW will ~~retain separate technical assistance to undertake a management assessment and management plan for NCNW/ID operations.~~ The assessment will assess management issues surrounding implementation of headquarters and overseas activities. The management plan will include development of monitoring, evaluation and reporting systems.

--Fully develop a detailed implementation plan (DIP) that outlines exactly what and how NCNW will implement the project and must cover Headquarters and overseas operations. The DIP should address NCNW's activities that will contribute to the institutional development of African women's organizations so that the indigenous organizations will become self-sustainable. The DIP will provide detailed information on criteria for awarding grants under the "Development Fund," including procedures of implementation.

--Obtain operational plans from each of the NGO's in host countries that outlines what specific activities will be undertaken by the "partner" organization and activities proposed for other indigenous NGO's. Included in the operational plans will be an auditable list of outputs planned for the in-country NGO's.

--Obtain written concurrences from overseas organizations that "partner" arrangements will be developed. These letters will also include what each organization is responsible for bringing to the project. This will form an annex to the assistance application.

--Provide written concurrences from each host country in which NCNW proposes to work from the appropriate Ministry(s). These approvals will form an annex to the assistance application.

In, addition to the above, the Recipient's proposal, dated December 9, 1991 is attached hereto as the Program Description (Attachment 2) and is made a part of this Agreement.



NATIONAL COUNCIL OF NEGRO WOMEN, INC.

NATIONAL HEADQUARTERS:

1211 CONNECTICUT AVENUE, NW, SUITE 702 WASHINGTON, DC 20036

TELEPHONE: (202) 659-0006

FAX: (202) 785-8733

December 9, 1991

Mr. Donald Muncey
USAID Africa Bureau
AFR/ONI/PMO Room 2665
21st Street
Washington, DC 20523

Dear Mr. Muncey:

On behalf of the National Council of Negro Women it is a pleasure to submit to you the enclosed proposal requesting a planning grant for the work of our international division. This request has been developed along the lines of our recent discussions and builds upon our experience over years of working with women in developing African countries.

We look forward with a great deal of anticipation to the opportunity to achieve the goals of this planning grant. Your cooperation is greatly appreciated.

Sincerely,

Dr. Dorothy Roberts, President & CEO

BEST AVAILABLE COPY



NATIONAL COUNCIL OF NEGRO WOMEN, INC.

NATIONAL HEADQUARTERS:

1211 CONNECTICUT AVENUE, NW, SUITE 702 WASHINGTON, DC 20036

TELEPHONE: (202) 659-0006

FAX: (202) 785-8733

NATIONAL COUNCIL OF NEGRO WOMEN PLANNING GRANT APPLICATION

TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
BUDGET	15
1. Executive Summary	2
2. Organizational Background	3
3. Organization Goals	5
4. Program Foundation	6
5. Country Specific Activities	8
6. Program Management	13

BEST AVAILABLE COPY

**A. PROGRAM SUMMARY****A3. A.I.D. \$ Request**

1 year \$ 367,336 Pct. of AIDS (IOP) 100%

A4. Program Period: 1 - 1

TOTAL (DIRECT COSTS): \$275,200

INDIRECT COSTS: 92,136

TOTAL PROGRAM: \$367,136

A5. TITLE/EXECUTIVE SUMMARY:

The National Council of Negro Women is requesting a \$367,136 Planning Grant to strengthen its capacity to design and manage an institution building project with (3) three women's organizations in Africa; the Federation of Senegalese Women (FAFS), the Botswana Young Women's Christian Association (Botswana YWCA) and the Federation of African Media Women of Zimbabwe (FAMWAZ).

The purpose of the Planning grant is to enable NCNW to develop a project proposal which meets the unsolicited proposal guidelines of USAID. The Planning Grant will be of one year in duration and will enable NCNW to (1) Conduct assessments of the socio-legal-economic status of women in Senegal, Botswana and Zimbabwe; (2) Conduct management assessments of the Botswana YWCA, FAFS, FAMWAZ and obtain operational plans which outline specific activities and auditable outputs from the NCNW collection; (3) Conduct a management assessment of the capabilities of NCNW international division headquarters and field offices to manage development projects and develop a management plan for NCNW/ID operations; (4) Develop a project proposal which follows the accepted USAID format for proposals; (5) Develop an implementation plan which details how NCNW/ID will administer the proposed project.

The Planning Grant will be administered by NCNW's International Division in Washington and its field offices in Senegal, Zimbabwe and Botswana.

It will be under the direct supervision of the Director of the International Division in cooperation with the Agency for International Development new initiatives.

The Regional Coordinators and Project Officers in Senegal and Zimbabwe will be responsible for operations. In Botswana NCNW will engage Coordinator and Administrative Assistant to manage the grant.

It is envisioned that the institutional building project which is to be and result of the proposed planning grant will be the core of the NCNW/ID program for the next five years.

B. ORGANIZATIONAL BACKGROUND

B6. HISTORY OF YOUR ORGANIZATION. General purpose/goals.

The National Council of Negro Women (NCNW), founded in 1935 by Dr. Mary McLeod Bethune to harness the collective strength of Black women, is the largest organization of African-American women in the United States. NCNW is both a membership organization in its own right and an umbrella organization grouping 32 national African-American women's social and professional organizations. In addition NCNW is constituted of 250 community based sections located in all regions of the country and has an outreach to 4,000,000 women of all social statuses. NCNW's mission is the promotion of the interests of African-American women, and by logical extension African and African-American communities, through educational and self-help activities.

NCNW's international division was established in 1975 as a result of the national president's contacts with women's groups in several African countries. Its goal is to provide technical and material resources to women's organizations to enhance their capacities to carry out development projects. In 1975, women from Senegal and Togo, knowing of the work of NCNW requested assistance in organizing development projects and strengthening their own organizations. Thus, as an extension of its activities to improve the quality of life of African-American women, and at the request of African women's organizations with similar missions in their own countries, NCNW began to work with these

organizations to implement development activities and NCNW/ID was created.

B7. ORGANIZATIONAL DESCRIPTION:

NCNW is a coalition of 32 affiliated organizations and represents 250 community-based sections. Sections can be started where there are more than 40 members and upon the receipt of a charter from the national headquarters.

The presidents of the 32 affiliated organizations form the governing body of the organization with an executive committee of 12 overseeing the organizations adherence to its constitution and the mandate handed down by the membership at biennial conventions.

The President of the Board of Director serves as the Chief Executive Officer and is responsible for the day-to-day operations of NCNW. She is assisted by an Executive Vice-President, Director of Finance and Administration and 7 Program Directors who comprise the headquarters staff in Washington, D.C. The CEO and her staff manage by objectives with field offices having authority to carry out projects upon the approval of an annual workplan and budget by headquarters. All staff participate in fund raising. More than three-quarters of NCNW funds are raised from membership fees and private funding sources in the United States.

NCNW has field offices in New York, Atlanta, New Orleans, and Los Angeles which in addition to its headquarters are responsible for the implementation of its domestic programs. Internationally NCNW is represented in offices in Harare, Zimbabwe and Dakar, Senegal.

Through an annual operating budget of \$5million NCNW carries out projects nationally, regionally and internationally which impact key areas that affect black women and their families. These programs are in the areas of health, employment, social services, training and organizational development and cultural enrichment. In addition to programs implemented by NCNW staff, community based sections across the country in dozens of cities operate a wide range of projects from tutorial and enrichment programs for youth, to drug and teenage pregnancy prevention to entrepreneurial development for women.

NCNW is a registered FVO with USAID and a member of INTERACTION. NCNW's President and CEO serves on the Advisory Committee on Voluntary Food AID (ACVFA).

B8. ORGANIZATION GOALS: Relationship of proposed project to organization's present and future goals.

The Planning Grant will enable NCNW to develop a project which will build upon its work in the areas of the institutional development of women's organizations. Since its inception NCNW has designed projects which lead to self-help and self-reliance for women and their families. Underlying all programs of NCNW are the concepts of commitment, unity and self-reliance. Disadvantaged women and their families, who have been provided with opportunities, resources, and various types of assistance, become more independent and more active contributors to their respective society. This philosophy has guided NCNW's domestic programs and is also applicable in NCNW's international work.

The international division aims to deepen communication and support between African-American and African women. The division strives to assist African women and their families by working principally in partnership with women's organizations---a concept referred to by NCNW as TWINNING. The international work of NCNW carries out development projects designed to attain these goals. NCNW projects improve the social and economic status of women through joint projects managed by NCNW/ID its partners and the project participants. These joint efforts have helped women to sink wells, increase food production, strengthen the institutions which serve them and launch income-generating projects.

NCNW will continue its efforts to assist women's organizations with a view toward the development of sustainable models which promote democratization in Africa. Through its work with grassroots organizations in Africa, NCNW feels that it can contribute to the new initiatives of popular participation and democratization in Africa.

The Planning Grant will assist NCNW in increasing its efficiency in program development and ensure that it has the capacities to manage its international projects by:

- 1) Strengthening the technical support of field and headquarters staff in the areas of project planning, design and evaluation;
- 2) Assessing the managerial capacities of NCNW/ID and the development of action plans for corrective measures.

C. PROGRAM FOUNDATION

C9. PROGRAM GOAL:

The overall program goal is to establish a sustainable capacity building process leading to improved project design and implementation of development projects by the international division of NCNW.

The intermediate goal is to enable NCNW to redesign and submit an institutional strengthening grant serving at least three (3) women's organizations and their constituencies in Africa.

C10. PROBLEMS TO BE ADDRESSED:

To ensure accountability for funds which they disburse on behalf of the U.S. public and others, USAID and other donors have developed proposal guidelines which require descriptions of proposed projects in measurable terms over a specific period of time among other factors. While NCNW's projects are worthy and meet the needs of African women, it was unable to present an unsolicited proposal to USAID which met the expected guidelines of USAID.

The inability to meet the proposal guidelines USAID serves as a barrier to much needed funds which would enable NCNW to carry out its working Africa.

C11. SPECIFIC PURPOSE(S):

- 1) A project proposal which meets USAID guidelines and provides information on NCNW's contributions to the project costs.



- 2) The completion of a management assessment and management plan for NCNW/ID operations.
- 3) Operational plans with specific activities outlined and auditable outputs from each of the partners in the proposal.
- 4) Written concurrences from partners indicating that they have participated in the design of the project.
- 5) The inclusion of Protocol Agreements from the countries in which NCNW proposes to work.

C12. PROGRAM STRATEGY: In narrative form discuss and describe how your proposal will deal with identified problem(s). How is this project likely to achieve the goal and purposes? Relate discussion to key inputs and outputs as well as implementation details.

The Planning Grant will enable NCNW to have access to consultants familiar with the USAID program development process to assist in the design and preparation of a proposal which meets USAID non-solicited proposal guidelines and which will serve as the core document which describes NCNW's institutional development work in Africa. Access to these consultants will strengthen NCNW capacities in program design.

The Planning Grant will allow NCNW to have current data on the situation of women and the organizations which serve them in Botswana, Zimbabwe and Senegal and on the three partner organizations. This information will increase the planning abilities of NCNW and its partners.

The Planning Grant will enable NCNW to assess its capacities to manage overseas development grants and take corrective action where necessary.

The Planning Grant will enable NCNW to assess the administrative strengths and weaknesses of its partner organizations and develop an action plan for corrective action.

C13. PERSONNEL FOR UNDERTAKING PROGRAM:

NCNW is undertaking this project in order to enhance its ability to compete for funds from USAID and other donors. The Planning Grant will assist NCNW in putting into place management and technical support structures

which will ensure sustainability and accountability of its development projects.

C14. RATIONALE FOR PROGRAM APPROACH:

NCNW is the sole African-American women's organization engaged in development work in Africa. With the demise of OEF, NCNW is one of the few women's organizations involved in development. The Planning Grant will enable NCNW to continue to transfer technical and material resources from the United States to its women's groups in Africa.

The Planning Grant will allow NCNW to build on its current work in Africa and prevent the loss of a development resource for its partners.

C15. CRITERIA FOR SELECTION OF COUNTRIES and country-specific activities for inclusion in the program.

NCNW has a presence in each of the countries selected with government recognition and the infrastructure in place to implement the Planning Grant.

NCNW has existing Protocol Agreements with the governments of the countries proposed.

NCNW has TWINNING Agreements in place with the partner organizations in each of the countries.

The activities proposed will strengthen the capacities of NCNW and allow for future sustainability of its work.

D. COUNTRY-SPECIFIC ACTIVITIES

Country Botswana, Zimbabwe, Senegal

D16. PROPOSED ACTIVITIES (country project overview). NCNW/ID aims to collect data on the situation of women and their organizations for inclusion in a proposal on strengthening women's organizations. Specific organizations which will be assessed are the Federation of Selfless Women (FAFs), the Botswana YWCA, the Federation of African Media Women of Zimbabwe.

Data Collection To conduct country assessments on the socio-legal-economic situation of women, compile and synthesize data for inclusion in a proposal on strengthening.

Management Assessments To assess the capacities of NCNW offices to manage development projects and more specifically an institution building project. Conduct assessments of the strengths and weaknesses of partner organizations.

Implementation Plans To prepare implementation plans for inclusion in the institutional development project proposal which indicate specific activities proposed for partner organizations and NCNW field offices.

OBTAIN TWINNING Agreements To obtain written concurrences from partner organizations regarding their technical and material contributions to the project.

Obtain Protocol Agreements To obtain written memoranda of understanding from host countries.

D17. LEVEL OF BENEFICIARY DEVELOPMENT:

NCNW has found that women and their organizations are actively involved in development at the grassroots level. However, they lack material and human resources to effectively monitor projects and maintain effective documentation and records.

D18. INPUTS:

Inputs for data collection will include: African women and other specialists to perform the survey, money for survey implementation, training of NCNW staff and partner organizations to perform such surveys.

Inputs for the management assessment will be USAID approved consultants, money for implementation of the survey, training of NCNW staff and partner organizations to perform such assessments.

Inputs for NCNW field offices will include 1 new Regional Coordinator and an Administrative Assistant in Botswana. Funds to cover salaries of Regional Coordinators, clerical, and administrative funds.

Inputs to cover NY salary for the Director of NCNW/IS and 1000 for a Program Associate and clerical support.

Inputs to cover travel for NCNW staff and consultants for data collection and compilation.

D19. TRAINING:

Training for new staff in Botswana on the policies and procedures of NCNW.

Field Office staff will receive training in data collection and conducting management surveys.

D20. TARGETS/OUTPUTS:

Surveys of status of women and organizations completed, compiled and analyzed.

Management assessments of NCNW headquarters, field offices and partner organizations completed.

Protocol agreements completed in each country which NCNW proposes to work.

TWINNING Agreements completed with each partner which NCNW proposes to work.

Institutional development proposal which meets USAID unsolicited proposal guidelines completed.

D21. RELATIONSHIP OF PROGRAM ACTIVITIES to Host Government and USAID Mission development priorities:

NCNW has obtained letters of support for the institutional development project to be planned from USAID missions in Botswana, Senegal and Zimbabwe. The Ministries of Social Welfare in Zimbabwe has endorsed the project.

Women in development are priorities for all of the missions contacted.

D22. MISSION CONTACT:

Senegal, Mr. Julius Coles, Mission Director,
Discussions on-going.

Botswana, Mr. Michel Culler, Regional WIP Officer,
November 1978.

Zimbabwe, Mr. G. Morse, Mission Director, Discussions on-going.

D23. HOST GOVERNMENT ACTIONS or approvals pending and plans for securing them.
Renew NCNW Protocol Agreements with all governments proposed.



D24. CRITICAL ASSUMPTIONS:

Protocol Agreements will allow for data collection to take place.

Staff can easily be hired and trained in Botswana.

USAID will approve consultants recommended.

All countries remain stable.

Partner organizations will fully participate in surveys and management assessments.

All countries remain stable politically.

D25. BENEFICIARIES:

This program is directed specifically at women. The project will benefit 3 women's organizations and their constituents, three NCNW field offices, 9 NCNW staff.

D26. ROLE OF WOMEN at the local level in the design and implementation of the program.

NCNW partner organizations will participate fully in the design and administration of the survey and management assessment. They will also assist in the preparation of the institution development proposal.

D27. INSTITUTIONAL DEVELOPMENT:

NCNW and partner organizations staff will benefit from the results and recommendations of the management assessment. The implementation and operations plans developed for inclusion in the institution development proposal will serve as a guide for improvements in NCNW offices and those of the partner organizations.

D28. INSTITUTIONAL SUSTAINABILITY:

NCNW staff will manage the project and gain additional experience in data collection, project design and management assessments which will serve them in future projects.

Partner organizations will assist in the selection of local consultants to perform the surveys. Staff of these organizations will assist in conducting the surveys, review final conclusions of both the survey and management assessments and provide input for the final reports.

Partner organizations will provide proposals to NCNW regarding the types of institutional, development activities, material and human resources required for their organizations.

Partner organizations will review all drafts of the institution development project for advice and consent.

D29. PLANNED DURATION OF OUTSIDE SUPPORT of country activities.

One year.

D30. FINANCIAL SUSTAINABILITY: project will last for only one year.

D31. FAMILY IMPACT:

The project will strengthen women's organizations and increase their capacities to design and promote projects to improve the quality of lives of constituents and families.

D32. BUILDING DEMOCRACY: Discuss how your proposed program will contribute to the development of democratic and pluralistic values and institutions in the targeted communities.

The project will strengthen grassroots organizations by providing them with accurate information on their constituencies and their needs. This information will enable them to mobilize and educate their constituencies regarding issues which affect women and the greater society.

The project proposal to be completed as a result of the planning grant if funded will contribute significantly to the strengthening of several large umbrella women's organizations and increase their capacities to move their members to more direct participation in all aspects of their countries' development

D33. INVOLVEMENT OF THE BUSINESS COMMUNITY: Discuss ways that market-driven forces may be tapped, as well as the individuals or U.S. business communities, to support the development process.

Consultants will be engaged to conduct the surveys and the management assessments.

E. PROGRAM MANAGEMENT**E34. ORGANIZATIONAL EXPERTISE:**

The President and CEO has overall responsibility for all projects managed by NCNW. She has more than 50 years experience in managing non-profit organizations and community development projects domestically and internationally. She is on the Advisory Committee for Foreign AID of USAID and the White House Initiative on Black Colleges. She has testified before many Congressional hearings on the situation of women globally. She is the founder of the International Division of NCNW.

The Planning Grant will be under the direct supervision of the Director of the International Division. She has over 25 years of experience in managing community development projects with five of those years as Resident Representative for Africare. In this capacity she was responsible for supervising the design, development and implementation of a portfolio of 30 development projects over a period of 5 years ranging in budgets from \$5,000 to \$5,000,000. 95% of these projects are still in operation with many under the direct supervision of the participants.

As Director of the International Division for the past year, she has directed the design of several major projects which are now under consideration by various funding sources and is presently in the process developing a five year plan for the Division. She has a Masters Degree in Education Administration.

The Director of Finance has many years of experience in working at USAID/India and has supervised state budgets and those of several non-profit organizations. He has recently installed an accounting system at NCNW which provides for grant fund accountability which incorporates field and headquarters revenues and expenses.

The Coordinators of the Field Offices in Senegal and Zimbabwe have a total of 25 years of experience in international development. All evaluations of the offices by USAID and other have indicated that they are staffed by excellent development professionals. Both Coordinators have been with NCNW for over 2 years.

E35. PROGRAM STAFFING PLANS:

HEADQUARTERS	Time in Field	Backstopping
NCNW President	0	10%
Director of Finance	0	10%
Director of NCNW/ID	10%	15%
Program Associate	0	100%
Secretary		100%
FIELD OFFICES		
Coordinators		100%
Program Officer		100%
Clerical Support		100%
CONSULTANTS		
Technical	48%	52%
Management	0	100%

BEST AVAILABLE COPY

E36. PROGRAM FINANCIAL ACCOUNTING: Management information procedure for ensuring accountability in the use of U.S. Government funds and your private match. Describe headquarters/field program budgeting and reporting procedures.

NCNW has a computerized accounting system in place (SOLOMON III) which allows for collecting and tracking detailed fiscal information sent in from the field offices on a monthly basis. NCNW is audited yearly by Thompson and Curtis, CPAs.

Financial reporting shall be in accordance with the Standard Provisions of the Cooperative Agreement. All financial reports shall be submitted as indicated in the Agreement.

E37. PROGRAM BUDGET: Narrative discussion of program budget line items, method of estimating costs, and related provisions. Refer and correlate this narrative to the prepared budget tables that are to be submitted in Attachment 1 to your application. Plans for budgeting to be attached to this application. Itemize all program cash contributions and other sources other than A.I.D. and describe the proposed arrangements and the status of the negotiations.

The budget for the Planning Grant consists of salaries and consultant fees for one year in the three countries in which the management...

BEST AVAILABLE COPY



are to done is also included. NCNW has an estimated indirect cost rate of 33.48% of total direct costs. (Please See Attached)

E38. CAPABILITY FOR MONITORING AND EVALUATION of the program by your organization.

The Planning Grant will be managed by the Director of the International Division who will in conjunction with the field offices and USAID conduct regular assessments of the project progress. Within one month of the signing of the Cooperative Agreement with USAID, NCNW will prepare and submit a detailed workplan. The Grant will be evaluated according to the completion of tasks as outlined in the workplan.

NCNW will provide monthly progress to USAID on progress on the workplan. These reports will adhere to conditions established in the Cooperative Agreement.

E48. MONITORING/EVALUATION METHODOLOGY: How and when will each of the country-specific critical indicators described in question 23 be investigated?

Monitoring

Monthly reports from field
Final Report on progress per workplan.
Three visits per year to each field office by Director of NCNW/ID.
One visit per year by Director of Finance and Administration

Evaluation

The Management consultants, NCNW and USAID will conduct and interim evaluation on specific indicators outlined in the workplan at the end of the sixth month of the project.

A final evaluation will be conducted at the end of the year by a management consultant, NCNW and USAID.



35