

UNITED STATES OF AMERICA
AGENCY FOR INTERNATIONAL DEVELOPMENT

PDBBR-478

REGIONAL ECONOMIC DEVELOPMENT SERVICES OFFICE
FOR EAST AND SOUTHERN AFRICA (REDSO/ESA)

United States Postal Address

U.S.A.I.D.
BOX 221
APO NEW YORK 09675

International Postal Address

POST OFFICE BOX 30261
NAIROBI, KENYA

August 21, 1989

K. E. de Graft-Johnson, M.A.
Director
Center for African Family Studies (CAFS)
Mlima House, Upper Hill Road
P.O. Box 60054
Nairobi, Kenya

Subject: Cooperative Agreement No. [REDACTED] A-00-9042-00

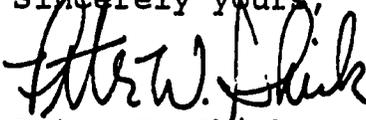
Dear Mr. de Graft-Johnson:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, and the Federal Grant and Cooperative Agreement Act of 1977, the United States Government, represented by the Agency for International Development (hereinafter referred to as "AID" or "Grantor"), hereby grants to The Center for African Family Studies (hereinafter referred to as "Grantee" or "Recipient") the sum of four million dollars (\$4,000,000), pursuant to the terms specified in the SCHEDULE, ARTICLE III, ENTITLED "Amount of Grant and Payment" to provide support for a program to improve the knowledge and practical skills of professional staff personnel of sub-saharan African family planning service institutions, as described in Attachment 2 of this Agreement entitled "Program Description".

This Agreement is effective and obligation, pursuant to the SCHEDULE, ARTICLE III, entitled "Amount of Grant and Payment", is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives from the agreement effective date and ending on the estimated completion date of August 30, 1993.

This Agreement is made to the Recipient on condition that the funds will be administered in accordance with the terms and conditions as set forth in this Cover Letter, Attachment 1 entitled "Schedule", Attachment 2 entitled "Program Description", and Attachment 3 entitled "Standard Provisions", which together constitute the complete Agreement document and have been agreed to by your organization.

Please sign the original and five (5) copies of this letter to acknowledge your acceptance of this Cooperative Agreement, and return the original and all but one copy to the undersigned. Please ensure that any/all copies stamped "Funds Available" are returned.

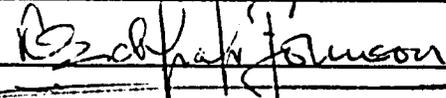
Sincerely yours,

Peter W. Shirk
Agreement Officer
REDSO/ESA/CON

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

ACKNOWLEDGED:

THE CENTER FOR AFRICAN FAMILY STUDIES (CAFS)

BY: 

TYPED NAME: _____

TITLE: _____

DATE: _____

FISCAL DATA

Total Estimated Grant Amount	:	\$4,000,000
Previous Obligation	:	-0-
This Obligation	:	\$ 850,000
Total Obligated	:	\$ 850,000
Amount Pending	:	3,150,000
Project No.	:	623-0004.00
PIO/T No.	:	623-0004.00-3-90001
Appropriation Symbol	:	72-1191014
Budget Plan Code	:	GSSA-89-21623-KG13
AID Project Office:	REDSO/PRJ	
Funding Source:	N/A	
DUNS Number:	N/A	

ATTACHMENT 1

SCHEDULE

I. PURPOSE OF AGREEMENT

The purpose of this Agreement is to provide support for a program to improve the knowledge and practical skills of professional staff personnel of sub-saharan African family planning service institutions, as more fully described in Attachment 2 of this Agreement entitled "Program Description".

II. AMOUNT OF AGREEMENT AND PAYMENT

1. The total estimated amount of this Agreement for the period shown in B.1. above is \$4,000,000.

2. A.I.D. hereby obligates the amount of \$850,000 for program expenditures during the period set forth in B.2. above and as shown in the Financial Plan below.

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

4. Additional funds up to the total amount of the Agreement shown in C.1. above may be obligated by A.I.D. subject to the availability of funds, and to the requirements of the Standard Provision of the Agreement, entitled "Revision of Grant Budget".

5. The Payment Office, to which the payment documentation required by the aforesaid Standard Provision should be sent is: Regional Financial Management Center (RFMC), P.O. Box 221, Nairobi, Kenya.

III. SUBSTANTIAL INVOLVEMENT UNDERSTANDING

1. Prior to the initiation of work under the Project, CAFS shall provide a detailed first year budget and written workplan required for A.I.D. review and approval, which will include: the name and date for courses, the fee structure and cost recovery plan, the sources of sponsorship for participants, and a plan for the development of a long-term marketing strategy.

2. Prior to the initiation of work in each subsequent year, CAFS shall provide a detailed annual budget and written workplan required for A.I.D. review and approval which will include the name and date of courses, the annual marketing strategy, the fee structure cost recovery actions, and the probable sources of sponsorship for participants, including an assessment of the increase in A.I.D. Mission and other donor sponsorships.

3. Prior to the reassignment or hiring of full time trainers whose salaries are financed by A.I.D. funds, CAFS shall provide a written request for A.I.D. concurrence, together with the job descriptions and the selected candidates' qualifications.

4. Prior to written confirmation of the selection of participants for each A.I.D.-financed training course, CAFS shall submit a description of course curricula and a list of proposed participants, their title, country of residence, sponsoring organization, and job responsibilities for A.I.D. review and approval.

5. Prior to the award of technical assistance contracts, CAFS shall provide, at each stage in the contracting process, a copy of the scope of work, a copy of the proposed evaluation documentation, and a copy of the agreed upon contract for A.I.D. review and approval.

6. One month following the end of each quarter, A.I.D. and the Grantee will meet to review implementation progress using a written quarterly report as the agenda. Topics to be discussed will include course curriculum and materials development, technical assistance utilization, commodity procurement, fee structure and revenue generation actions, project disbursement and expenditure, and other technical and managerial topics of general interest.

IV. PERIOD OF AGREEMENT

. The effective date of this Agreement is the date of the Cover Letter and the estimated completion date is August 30, 1993.

2. Funds obligated hereunder are available for program expenditures for the estimated period August 18, 1989 to June 30, 1990.

V. FINANCIAL PLAN

1. The following is the Budget for the Agreement,

including local cost financing items if authorized. Revisions to this budget shall be made in accordance with Standard Provision of this grant, entitled "Revision of Grant Budget".

2. Notwithstanding the effective date of this Agreement, and subject to the Standard Provision entitled "Allowable Costs", costs incurred after August 28, 1989 shall be eligible for reimbursement hereunder. Such costs are included in the Agreement Budget shown below.

3. <u>Cost Element</u>	<u>USD \$</u>
(a). Training Staff Expenses	
Salaries	1,064,688
Travel and Per Diem	262,995
(b). Participant Expenses	
Travel	291,750
Per Diem	849,420
Materials	54,460
Clinic Use fees	6,000
Conference rooms	23,200
(c). Operating Expenses	
Administrative Staff Salaries	469,717
Computer support	16,000
Library equipment/supplies	32,000
Office & Classroom rental	216,000
Staff recruitment	8,870
Staff Development	72,000
Program Marketing	80,400
Training Materials Publication... ..	32,500
Other Administrative	48,000
Office supplies, etc.	
(d). Evaluations	72,000
(e). Technical Assistance	360,000
(f). Financial Review	<u>40,000</u>
<u>TOTAL ESTIMATED COST</u>	<u>\$4,000,000</u>

VI. REPORTS AND EVALUATION

1. Financial Reporting

(a) Financial reporting requirements shall be in accordance with the Standard Provision of this Grant entitled

"Payment - Periodic Advance", as shown in Attachment 3.

(b) All financial reports shall be submitted to The Regional Financial Management Center, Box 30261, Nairobi, Kenya. In addition, three copies of all financial reports shall be submitted to the AID Project Office specified in the Cover Letter of this Grant.

2. Technical Reporting

(a). Post-Course Reports

Reports will be prepared at the end of each course, within one month of course completion. The reports will include a topical outline, the course curriculum, the number and types of participants trained, and trainee evaluation results (both formative and summative). Copies of each course report will be submitted to REDSO/ESA and REDSO/WCA.

(b). Periodic Reporting

Quarterly and Annual Project Progress Reports, will be prepared in two parts: part 1 will provide a composite picture of training conducted, expenditure for any in-country and international travel, and any other training information determined to be necessary by the REDSO/ESA Project Manager; and part 2 will provide an analysis of the progress of (a) narrowing the fee revenue/training cost gap and (b) realizing increases in AID Mission and other donors financing of participant fees. Copies of the reports will be sent also to REDSO/WCA. Other reports may be requested, as mutually agreed upon by AID and CAFS.

3. EVALUATION

(a). Technical Evaluation

There will be two evaluations conducted by external teams of family planning professionals. The mid-term evaluation will be conducted near the end of the second project year. The purpose of the evaluation will be to assure that adequate progress has been achieved in developing and implementing the expanded training program and the improved management and financial structure of the Grantee. The evaluation team will review project monitoring and management capabilities, of both the Grantee and A.I.D., review the accomplishments of technical assistance to date to determine adequacy and effectiveness and, examine the participant follow-up and training feedback mechanisms instituted by the Grantee. The team will also

examine progress in installing a cost accounting system, adjusting the fee structure and converting to a training program which generates revenue through fees to finance costs. The interim evaluation will serve, in addition to measuring progress toward attainment of project objectives, to determine if the resources available to CAFS are sufficient to enable it to carry out project objectives, most especially the transfer to a fee-based method of revenue generation. An impact evaluation will be conducted during the final year of project implementation. This evaluation, in addition to assessing the achievement of output targets, will examine the impact of training on the participants and their employing institutions to determine the level and effectiveness of technology transfer and to determine whether follow-up evaluations regularly conducted by the Grantee have measured program impact and, in light of the conclusions concerning success/failure, whether the Grantee has modified the training program to improve performance. The team will determine if the fee structure system is adequate and the effect it has had on improving the administration and management of CAFS. In addition, the final evaluation will assess the capacity of both the Grantee and A.I.D. to undertake future projects of this kind.

The scope of work and team composition for these evaluations will be developed jointly by the Grantee, REDSO/ESA and REDSO/WCA, approximately three months prior to each evaluation. The teams will be composed of a Family Planning Program Specialist, a Training Specialist, an Organization and Methods Specialist, and a Sociologist/Anthropologist, and Financial Analyst. The interim evaluation is estimated to require approximately one calendar month while the final evaluation will require approximately 1.5 calendar months. Each team will visit pre-selected countries in anglophone and francophone Africa, interviewing participants, supervisors, and FP program managers. The REDSO Population officers will accompany the teams during part of the field data collection phases.

(b). Financial Reviews

Two financial reviews (2nd and 4th years), using a local (Kenyan) auditing firm of recognized stature, will be contracted by the Grantee. The reviews will examine the Grantee's financial and accounting management and control systems to determine if they are reflecting actual performance and if they respond to management needs. In years one and three the audit firm will assist CAFS in converting their financial records to the new systems.

VI. TITLE TO PROPERTY

1. Title to property acquired hereunder shall vest in the Grantee. The Standard Provision of this Grant entitled "Title To and Care of Property (Grantee Title)" applies.

VII. AUTHORIZED GEOGRAPHIC CODE

1. The Grantee shall comply with paragraph (b)(1) of the Standard Provision of this Grant entitled "Ineligible and Restricted Goods and Services", concerning total procurement value of less than \$250,000 under this Grant. Paragraph (b)(2) of said Standard Provision does not apply to this Grant.

2. Source. Source means the country from which a commodity is shipped to the Cooperating Country or the Cooperating Country itself if the commodity is located therein at the time of purchase. However, where a commodity is shipped from a free port or bonded warehouse in the form in which received therein, source means the country from which the commodity was shipped to the free port or bonded warehouse.

3. Origin. The origin of a commodity is the country or area in which a commodity is mined, grown, or produced. A commodity is produced when through manufacturing, processing, or substantial and major assembling of components, a commercially recognized new commodity results that is substantially different in basic characteristics, or in purpose or utility, from its components.

4. Componentry. Components are the goods that go directly into the production of a produced commodity. AID componentry rules are as follows:

(a) If a commodity produced in a country or area included in the authorized geographic code set forth above contains no imported component, it is eligible for AID financing.

(b) Unless otherwise specified herein, components from the United States, the Cooperating Country, and any other countries included in AID Geographic Code 941 may always be utilized in unlimited amounts, regardless of the authorized geographic code set forth above.

(c) Unless procurement is authorized from countries included in AID Geographic Code 899, components from AID Geographic Code 899 countries not included in AID Geographic

Code 941 are limited according to the following rules:

(1) They are limited only if acquired by the producer in the form in which they were imported;

(2) The total cost to the producer of such components (delivered at the point of production) may not exceed 50% (unless another percentage is specified herein) of the lowest price (excluding the cost of ocean transportation and marine insurance) at which the supplier makes the commodity available for export sale (whether or not financed by AID).

(d) Any component from a country not included in AID Geographic Code 935 makes the commodity ineligible for AID financing hereunder.

5. Nationality of Supplier. Except as specified in the Standard Provisions of this Grant entitled "Air Travel and Transportation", "Ocean Shipment Of Goods", and "Ineligible and Restricted Goods and Services", in order to be eligible for AID financing hereunder, any supplier of goods or services hereunder must fit one of the following categories:

(a) A privately-owned commercial (i.e., for profit) corporation or partnership supplying services must be incorporated or legally organized under the laws of a country or area included in the authorized geographic code set forth in paragraph G.1. above; must have its principal place of business in a country or area included in the authorized geographic code; and must meet the criteria set forth in subparagraph (1) or (2) below:

(1) The corporation or partnership is more than 50% beneficially owned by individuals who are citizens of a country or area included in the authorized geographic code. In the case of corporations, "more than 50% beneficially owned" means that more than 50% of each class of stock is owned by such individuals; in the case of partnerships, "more than 50% beneficially owned" means that more than 50% of each category of partnership interest (e.g., general, limited) is owned by such individuals. With respect to stock or interest held by companies, funds, or institutions, the ultimate beneficial ownership of individuals is controlling; or

(2) The corporation or partnership:

(A) Has been incorporated or legally organized in the United States for more than 3 years prior to the issuance date of this solicitation; and

(B) Has performed within the United States similar administrative and technical, professional, or construction services under a contract or contracts for services, and derived revenue therefrom in each of the 3 years prior to the issuance date of this solicitation; and

(C) Employs United States citizens in more than half its permanent full-time positions in the United States; and

(D) Has the existing capability in the United States to perform the contract.

(b) A nonprofit organization (e.g., educational institutions, foundations, and associations) supplying services must meet all the criteria in subparagraphs (1), (2), and (3) below. NOTE: International Agricultural Research Centers and such other international research centers as may be, from time to time, formally listed as such by the Senior Assistant Administrator of the AID Bureau of Science and Technology (SAA/S&T), are considered to be of U.S. nationality.

(1) The nonprofit organization must be organized under the laws of a country or area included in the authorized geographic code; and

(2) The nonprofit organization must be controlled and managed by a governing body, a majority of whose members are citizens of countries or areas included in the authorized geographic code; and

(3) The nonprofit organization must have its principal facilities and offices in a country or area included in the authorized geographic code.

(c) An individual supplying services must be a citizen of, and have its principal place of business in, a country or area included in the authorized geographic code; or, must be a non-U.S. citizen lawfully admitted for permanent residence in the United States and have its principal place of business in the United States. The foregoing nationality provision for an individual supplying services does not apply to the employees of the Grantee or contractors and subcontractors, but all Grantee, contractor and subcontractor employees engaged in providing services under this contract must be citizens of countries included in Geographic Code 935, or non-U.S. citizens lawfully admitted for permanent residence in the United States.

(d) A joint venture or unincorporated association supplying services must consist entirely of individuals, corporations, partnerships, or nonprofit organizations which are eligible under paragraphs (a), (b), or (c) above.

(e) A supplier of goods must meet any one of the criteria in subparagraphs (1), (1), (3), or (4) below.

(1) The supplier must be an individual who is a citizen or legal resident of a country or area included in the authorized geographic code; or

(2) The supplier must be a corporation or partnership organized under the laws of a country or area included in the authorized geographic code; or

(3) The supplier must be a controlled foreign corporation of which more than 50% of the total combined voting power of all classes of stock is owned by United States shareholders within the meaning of Section 957 et seq. of the Internal Revenue Code (26 USC 957); or

(4) The supplier must be a joint venture or unincorporated association consisting entirely of individuals, corporations, or partnerships which are eligible under any of the foregoing criteria.

(f) A Government Owned Organization, i.e. a firm operated as a commercial company or other organizations (including nonprofit organizations other than public educational institutions) which are wholly or partially owned by governments or agencies thereof, are not eligible for AID financing hereunder. This restriction applies to suppliers of commodities, but not to suppliers of services.

(g) A local supplier of construction services, when the Cooperating Country is an authorized source for services and the estimated cost of the construction services is \$5 million or less, a corporation or partnership which is determined by AID to be an integral part of the local economy is eligible (such AID determination is contingent on first ascertaining that no U.S. construction company with the required capability is currently operating in the Cooperating Country, or, if there is such a company, that it is not interested in bidding for the proposed construction contract) A corporation or partnership is an integral part of the local economy provided:

(1) It has done business in the Cooperating Country on a continuing basis for not less than three years prior to the issuance date for the solicitation (i.e., invitation for bids, request for proposals);

(2) It has a demonstrated capability to undertake the proposed activity;

(3) All, or substantially all, of its directors of local operations, senior staff, and operating personnel are resident in the Cooperating Country;

(4) Most of its operating equipment and physical plant are in the Cooperating Country.

(h) Notwithstanding the foregoing, an AID Geographic Code 941 supplier of construction or engineering services must be approved in advance by the Grant Officer.

6. Eligibility of Commodities Determined by Ineligibility of Carrier and Marine Insurance

(a) Commodities shipped by a transportation medium owned, operated, or under the control of any country not included in AID Geographic Code 935 are ineligible for AID financing hereunder, regardless of whether such transportation costs are financed hereunder.

(b) Commodities are ineligible for AID financing hereunder if shipped on a vessel which AID has designated as ineligible, regardless of whether such transportation costs are financed hereunder.

(c) With respect to paragraph (c) of the clause of the Standard Provision of this Grant entitled "Ineligible and Restricted Goods and Services", if the Cooperating Country discriminates against any marine insurance company authorized to do business in any state of the United States, failure to insure all AID-financed commodities with U.S. insurance companies shall render the commodities ineligible for AID financing hereunder.

(d) Commodities are ineligible for AID financing hereunder if shipped under an ocean or air charter that has not received prior approval of AID/Washington, regardless of whether such transportation costs are financed hereunder.

7. AID Geographic Codes

AID Geographic Codes are defined in Appendix D of AID Handbook 18, which, as from time to time amended, is incorporated herein as a part of this Grant by reference.

8. Approvals

In accordance with paragraph 13 of Attachment B of OMB Circular A-122, which requires prior AID approval of certain equipment and other capital expenditures, the Grant Officer does hereby provide approval for such expenditures; provided, however, that such purchases must be within the terms and conditions of this Grant, and shall serve to promote the purposes and objectives of this Grant.

VIII. SPECIAL PROVISIONS

1. For the purposes of this Grant, references herein to the cost principles of OMB Circular A-122 shall include the AID implementation of such cost principles, as set forth in subpart 731.7 of the AID Acquisition Regulations (48 CFR Chapter 7).

2. With respect to the Standard Provision of this Grant entitled "Allowable Costs", for the purposes of this Grant, and to the extent that waiver of foreign government taxes cannot be obtained by the Grantee, references in paragraph 46 of Attachment B of OMB Circular A-122 to "local government[s]" include foreign government(s).

3. Except as otherwise provided, countries located in sub-Saharan Africa are included in this project. As of the date of this Authorization and projected initial incremental obligation, certain countries, including Liberia, Sudan, Uganda, Somalia, and Zambia, are prohibited from receiving A.I.D.-financed assistance as a result of the Brooke-Alexander Amendment or Section 620(q) of the Foreign Assistance Act (collectively "Brooke"). None of the funds obligated under this sub-project by a particular incremental obligation shall be provided for the recruitment of participants from or for any other assistance to, any country that is subject to Brooke sanctions on the date of any incremental obligation; except that such funding may be used for assistance to such a country after (a) the Brooke sanctions are no longer in effect in that country, and (b) A.I.D. has notified CAFS in writing of the availability of this funding for assistance to the particular country. A.I.D. shall also notify CAFS in writing if any country subsequently becomes subject to Brooke and is

ineligible for assistance under a particular incremental obligation. Ethiopia and Angola are prohibited from receiving assistance under other legislation. Under no circumstances shall any funding be provided to these countries or for participants from these countries. The Cooperative Agreement with CAFS shall contain the prohibitions set forth above.

3. Institutional Responsibilities

a) REDSO/ESA will be responsible for overall project monitoring on behalf of A.I.D. and will keep REDSO/WCA informed on an exception basis.

b) REDSO/WCA will be responsible for project monitoring of activities in the francophone region.

PROGRAM DESCRIPTION

A. BACKGROUND

The Centre for African Family Studies (CAFS), a registered PVO, was established in 1975 by the International Planned Parenthood Federation (IPPF) to address the need for Africa-based training of family planning (FP) program personnel in appropriate service delivery management skills and technologies. During its first year of operation under IPPF sponsorship, CAFS offered 4 courses to 68 anglophone participants. Since then the CAFS program has grown substantially: CAFS held a total of 13 courses and trained 233 participants in 1987; CAFS now receives funding support from over 9 donor organizations; and, CAFS training is now provided to francophone participants as well as those from east and southern Africa.

A large part of this growth is the result of A.I.D. assistance (under the original CAFS Family Planning Training Support Project). A.I.D. and CAFS negotiated a grant in 1985 with a 3 year LOP (later extended by 7 months) for a total of \$ 2.56 million (including a technical assistance contract with Johns Hopkins funded by FHI-I outside the CAFS grant) to fund four new or updated courses: FP Program Management, Training of Trainers (TOT) in Clinical FP Programs, Contraceptive Technology Update (CTU), and FP communications. Since 1986, 495 family planning program managers and technicians from anglophone and francophone Africa have been trained under the Project. The dual (anglophone and francophone) mid-term evaluations conducted in July-September of 1987 and 1988, respectively, concluded that, while significant progress had been achieved, further A.I.D. support was required.

The goal of the Centre for African Family Studies Project Grant to the Centre for African Family Studies, hereinafter referred to as the "Grantee or Recipient", is to contribute to a reduction in the high total fertility rate in the sub-Saharan Africa region. In furtherance of this overall goal, the project will contribute to the sub-goal of improving family planning program management and updating family planning program strategies and methods. The purpose of the project is to improve the knowledge and practical skills of the professional staffs of sub-Saharan African family planning service institutions.

B. SCOPE OF WORK

B.1. Overview: By the end of the Project, the Grantee will double the number of course subjects offered and the number of total courses held. Family planning service delivery institutions throughout sub-Saharan Africa will have better trained staffs and be more effectively managed. More countries in the region will send more participants for a greater variety of courses. The Grantee will strengthen management and operations: (1) by establishing an effective cost recovery fee structure and (2) by installing periodic follow-up and evaluation of the job performance and skill level of ex-participants.

B.2. Training Courses The Grantee agrees to carry out a series of family planning management and technical courses.

B.2.1. Upgrade of the Existing Curriculum

Four courses which were previously designed under the AID CAFS FPTS Project will be upgraded: the course content will be strengthened and supplementary instructional materials and manuals will be prepared.

(a). Management of Family Planning Programs for Middle Level Managers (English and French)

As the demand for family planning delivery services in Africa expands, the need for qualified managers of family planning programs continues to grow. In many cases, physicians, nurses, midwives, and educators have managerial responsibilities but lack formal training in program planning, implementation, and evaluation. The course addresses these skill areas by examining critical issues and calls upon the participant to develop and analyze a real life work problem from the perspective of the knowledge and skills gained in the course.

CAFS will conduct one 6 week training course in 1989 for anglophone Africa and one 5 week training course for francophone Africa to permit the staff to complete development of the supplementary instructional materials. Thereafter, two courses per year, or a total of 7 courses, will be offered in each sub-regional (anglophone and francophone) program. Each course will train between 15-20 participants, or a total of 105-140 anglophone and 105-140 francophone participants.

(b). Family Planning Communications (English and French)

The course focuses on communication processes and principles, community analysis, interpersonal communication, national communications, mass media planning and strategy development, and research and evaluation. Participants are selected from a variety of public and private family planning organizations from within each country in an effort to create effective post-training working relationships among the trained personnel and their respective national institutions. The participants are taught to understand the IEC concept, to examine the various tools of communication and to be able to critically examine the utility of communications strategies and messages.

CAFS will incorporate a section on materials development, whereby participants will pretest and evaluate IEC material developed around identified general themes, e.g., male motivation. Under this project, technical assistance will be provided by a consultant or a private institution to assist CAFS in developing, pretesting, and modifying IEC material for use in the course and for use by the participants in their respective country programs. CAFS will conduct two 4 week training courses annually for anglophone Africa and two 5 week training courses annually for francophone Africa. Each course will train 15-20 participants, for a total of 120-160 anglophone and 120-160 francophone participants.

(c). Contraceptive Technology Update (English)

This course provides an update of the participants' knowledge and skills related to contraceptive methods and client management, with supplementary training in the latest methods, clinical techniques, and scientific developments. Upon completion of the basic training, the participant will be better equipped to determine the health status of clients, advise clients on appropriate contraceptive methods, counsel clients on common problems, and identify clients who require referral. The movement toward greater emphasis on practicum will continue in future courses.

CAFS will offer this course for anglophone service providers, but will conduct two separate courses for different levels of trainees. A 4 week refresher course will be offered for trainees that have had more advanced training and clinical experience, and a more comprehensive 5 week course will be offered for trainees with less clinical training. One session of each per year for 10-15 participants will be offered over the four year LOP, providing training to a total of 80-120 anglophone participants.

(d). Training of Trainers in Clinical Family Planning
(English and French)

The course is designed for nurses, midwives, and physicians with major family planning training or tutoring responsibilities. The course provides an update of relevant clinical knowledge and skills (CTU component), as well as an introduction to adult training methodologies, techniques and program development (adult education component). The participant learns to organize and supervise training activities using modern educational principles and techniques. This course was originally 4 weeks, but was extended by 1 week during the last course offering in order to cover the adult education component more adequately.

CAFS will conduct two clinical TOT courses of 5 weeks duration in English each year, for 15-20 participants per course, for a total of 120-160 anglophone participants. One course will be aimed at instructors and tutors from in-service training institutions, and will focus on the contraceptive technology update component and practicum. The second course will be aimed at clinical trainers involved in pre-service and/or in-service practical training, and will focus on the adult education component. CAFS will also conduct one 5 week clinical TOT course in french each year, beginning in 1990, for 10-15 participants per course, for a total of 40-60 francophone participants. While it is assumed that no technical assistance will be required in the project for the francophone TOT (clinical) course, the first quarterly implementation progress review will examine the need for such technical assistance and probable sources of funding and supply.

B.2.2. New Course Development Six new courses will be developed and offered during project implementation.

(a). Management of Family Planning Programs for Senior Managers (English and French)

Experience with the Management of Family Planning Programs course over the past three years has demonstrated to CAFS the need for a separate, shorter, and more intensive course in management for the senior staff of family planning programs. In many cases the returning mid-level participant of the management course is viewed with suspicion by his supervisor, who may not have all the knowledge acquired by the participant. Thus, senior managers have unique training needs which can most effectively be addressed in an intensive course geared specifically to the practical problems of decision making. In addition, they will be trained separately from

middle level management staff in order to decrease discomfort on both sides and to promote active participation in course activities. The course will be offered to both anglophone and francophone participants, one course in each region per year, for a total of four anglophone and four francophone courses. The course will be two weeks long and will be limited to 10-15 participants per course or a total of 40-60 anglophone and 40-60 francophone participants.

(b). Basic Contraceptive Technology (French)

The course is adapted from the anglophone CTU course, but made less sophisticated to conform to the relatively low level of family planning training and services that exist in francophone Africa. The course provides training in family planning clinical methods and techniques, client counselling and management, as well as supervised clinical experiences. While it is assumed that no technical assistance will be required for the francophone CTU (basic) course, CAFS will prepare a plan for development of the francophone CTU course in time for the first quarterly implementation review. The plan will analyze the need for technical assistance, and set forth a description of contracting and utilizing it, if it is determined to be required. Specifically, the plan will examine the benefit of technical assistance in developing and carrying out the training needs assessment and preceptor training and the establishment of reciprocal institutional linkages with a cooperating agency that has expertise and extensive experience in family planning clinical training programs in francophone Africa.

In preparation for and as part of the development of the course, CAFS will conduct, during the first year of the Project, a training needs assessment for the francophone region, and an initial 1989 preceptor training course for the Association Senegalaise pour le Bien-etre Familiar clinic nurse/midwives who will be supervising the practical training. The 10-15 course participants will be nurses, midwives, and physicians who are actual or potential service providers. Following this, one course will be conducted in 1989, and two in each of the following years, for a total of 80-120 francophone participants. The venue for the 6 week course will be in Dakar, where CAFS will use the clinic facilities of the local IPPF affiliate for the supervised clinical practice.

(c). Training of Trainers for Family Planning Program Personnel - General (French)

This course responds to the need for additional trained family planning trainers to produce a "multiplier effect". As family planning programs in Africa continue to expand to meet the demand for services, these trainers can respond to the growing demand for training on a more localized basis. Trainers who can competently offer training programs in management and communications at the sub-regional and country levels will contribute greatly to the professional development of the increasing numbers of family planning program personnel. Since the number of both trained trainers and skilled family planning personnel is quite small, this francophone course will assume that the participants bring, on average, less knowledge and experience than a similar anglophone training class. Thus, the course will take a more basic, comprehensive approach to build a foundation of family planning skills for the participants. The course will be designed during the first year of project implementation. Meanwhile, francophone participants in the Management and Communications courses, and other suitable candidates who are identified as potential trainees, will be selected for further training. One course will be offered per year during the final three years of project implementation. The course will be five weeks long and will be limited to 10-15 participants per course for a total of 40-60 participants.

(d). Family Life Education/Family Health for Youth Officers (English)

Adolescent reproductive health and family life education has been identified by governments and non-governmental organizations in East and Southern Africa as an area requiring more attention. There is a critical need to reach this age group with correct family planning information as part of an education for living as responsible citizens. Youth leaders who interact with these groups and influence their decisions often have limited knowledge of population and reproductive health issues. CAFS has held workshops and seminars on Family Life Education (FLE) since 1979. Since 1984 they have trained 114 teachers, youth leaders, and social workers in anglophone Africa. This course strengthens the participants' knowledge about the areas of general population and development issues, adolescent development, family law, reproductive health, counselling, curriculum development and program management so that they were able to improve already existing programs or establish new programs in their respective countries.

Technical assistance will be provided by a consultant or private institution to assist CAFS in revising and updating the course design and curriculum, implementing and evaluating the course, and updating and developing necessary course material. This course material will include, in addition to material identified in the course development process, revised curriculum guidelines for FLE programs, a revised source book and a field manual for FLE participants and trainers. CAFS will conduct one 3 week course annually on a sub-regional basis for 15-20 youth leaders from anglophone Africa, or a total of 60-80 participants.

(e). Research and Evaluation (English and French)

As family planning activities become increasingly complex and more resources are allocated to these programs, successful implementation requires a corresponding increase in attention to planning and management. The recent CAFS assessment and the internal evaluation of the CAFS FPTS Project identified research and evaluation as a valuable tool for improved training program planning and management and noted the relative lack of attention to this area in CAFS.

CAFS, in collaboration with their Rockefeller Foundation technical advisor, will design a course which will develop the participants' skills in identification of research issues; in data collection techniques; in management and analysis; in collecting baseline data for use in program development and planning; and, in utilizing monitoring information for program decision-making and to gauge overall program impact. The participants will use the acquired knowledge and skills to strengthen the institutions and programs in their countries. One 4 week course will be offered to 15-20 participants annually from anglophone Africa. The francophone Africa program will introduce this course in year 3 and offer it again during the fourth year. A total of 60-80 anglophone and 30-40 francophone participants will be trained.

(f). Operations Research (OR) for Community Based Distribution (CBD) (English)

Community based distribution (CBD) has emerged, in both rural and urban Africa, as a viable family planning service delivery option. Many rural primary health care programs now include family planning services through CBD. These service providers, be they community health workers or traditional birth attendants, often have little knowledge of how to raise family planning awareness within their community. In addition,

there is a lack of training programs and relevant training materials that have been developed to meet the needs of African-based CBD program personnel. CAFS has been requested by family planning and health professionals to offer a training course on this subject.

To enable CAFS to effectively address this need, an operations research project is planned. The objective of the initial study, which will be financed by other donors, will be to identify and examine general strategies and approaches, which are culturally compatible, for the promotion of family planning programs in rural Africa. The feasible alternatives will be tested and evaluated for their effectiveness and then used as the basis for the design of a course and the development of the accompanying teaching materials for training CBD agents. The operations research study is programmed for implementation over a 3 year period. During the third and fourth years a Training of Trainers course in CBD technologies, with a brief preface concerning the structure and management of such a program, will be pilot tested with 24 participants from anglophone Africa.

B.3. Training Program Management

B.3.1. Process of Course Development

The Grantee will employ a five step process model for course development: training needs assessment, training plan/design, training of trainers, training implementation, and training evaluation. For existing courses, the process will serve to assess the quality of the ongoing training. For newly developed, not fully completed, courses, the model will serve to compare planned course development with the actual progress at each step. Finally, for future courses, the full model will serve as the framework for course development.

B.3.2. Training Methodology

All courses conducted by the Grantee under this Agreement will emphasize the development of the new knowledge, skills, and attitudes in the trainees which are necessary for improved performance in family planning service delivery. Training techniques will include small group tasks, practical role playing, structured exercises, simulations, case studies, field visits, and individual and group project development and presentation. Examples of what will be produced by the participants during each course include family planning management plans, curriculum/training plans, information/education/communication strategies, and action plans for systematized up-dating of clinical practices.

B.3.3. Course Materials Development

The training staff of the Grantee will develop relevant course materials. During the four years of the Project, existing supplementary, theoretical, and reference materials will be completed and arranged to serve as Participant Manuals, which will be distributed to trainees at the beginning of each course. In addition, several courses (noted in the course descriptions) will develop Trainers Manuals which will include all materials in the Participant Manuals plus detailed training plans, lecture notes, and supplementary theoretical material. One course, Communications, which has already developed its Participant Manual, will develop and test information, education and communication (IEC) materials (slides, tapes, etc.) for use during the course, as well as for use by the participants in actual field situations.

B.3.4. Information and Documentation

The Grantee will expand its library of both English and French language books, journals, and audio-visual materials. It will also establish cooperative links with other institutions within Kenya and the sub-Saharan Africa region to share up-to-date information and documentation on population issues and research information and findings. In addition, the Grantee will develop a module, for inclusion in relevant CAFS course(s), aimed at strengthening participants' skills and knowledge in information acquisition and management.

B.3.5. Grantee Internal Evaluations The evaluation process adopted by CAFS during implementation of the CAFS FPTS Project consisted of two complementary elements - participant evaluation, and follow-up and training activity evaluation - each of which included a formative and a summative component. In the future, similar annual reviews will be conducted by the Grantee to provide feedback for course evaluation and improvement.

(a). Participant Evaluation

(1). Trainee Evaluation

Formative: Observations of the participants' application of knowledge and demonstration of skills and attitudes, e.g. participation in role plays and structured exercises, project presentations, and practice performance, which allow the trainers to gauge the trainees' absorption and retention of the material.

Summative: Standard pre- and post-tests are applied for a final evaluation of participants' acquired knowledge. Post-training site visits provide information on the impact of the training on job performance.

(2) Training Activity Evaluation

Formative: Participants are asked to give regular oral and written feedback on course content, training methods, logistics, etc. The trainers use the feedback to evaluate the days' training activities and to adjust the courses if needed.

Summative: Participants complete an evaluation form at the end of the course providing their assessment of its content, length, materials, trainers, objectives, facilities, logistics, and administrative support. These reviews are analyzed and interpreted by independent staff as well as the trainers themselves. A final written report summarizes the participant and trainer assessments.

(b) Follow-Up

The Grantee will develop and implement a procedure to examine AID-financed course participants after course completion. All courses will include trainee follow-up plans as a strategy to achieve the following objectives:

(1) to assess the post training on-the-job use and relevance of the course material (e.g., to what extent management course participants have achieved objectives defined in their action plans);

(2) to provide former course participants with further support and additional opportunities for problem solving and skill development; and

(3) to complete a feedback loop for training program evaluation by providing trainers with data on the practical relevance and real-life applicability of knowledge, skills, and attitudes presented in the courses.

The follow-up will be implemented in three phases. Initially, questionnaires will be sent to participants, approximately six months after they return to their assignment. These questionnaires will solicit information regarding their appreciation of the value of the course and its usefulness on the job. Next, during the second year of project implementation, there will be assessment visit(s) to selected countries. A small team of trainers from the anglophone

program and another from the francophone program will visit participants in 3-6 countries, those which sent the largest number of participants to the CAFS program during the previous year. Finally, based upon the information acquired during these visits, CAFS may offer 1 or 2 small, in-country or sub-regional workshops per year beginning in the third year. These will either be refresher courses for participants or courses that participants wish CAFS to organize for local personnel of their agencies. The Grantee will seek to fund any such ad hoc local courses through fees charged to the sponsoring institution(s).

B.4. Inputs

(a). Commodities

The Grantee will procure (through A.I.D.) a small personal computer and related software which will be used for administrative and logistics management. In addition, library materials and supplies will be acquired to improve the number and quality of reference documents available to participants and member institutions. Finally, supplies and printing costs will be incurred to prepare course materials. The Grantee will be responsible for initiating and managing all commodity procurement actions, except the computer and software which will be procured by REDSO/ESA on behalf of the Grantee.

(b). Technical Assistance

The Grantee will contract directly for a total of approximately 30 person months of technical assistance during the life of the Cooperative Agreement. Of this amount, 8.5 person months will be used to develop and improve francophone courses, and 13.5 person months to develop and improve anglophone courses. Eight person months, supplemented by 4 annual financial reviews will be used to develop and install financial and accounting systems and improve program planning and marketing. The technical assistance will supplement the skills of the Grantee staff in evaluating and improving course content, developing new courses, and preparing printed course material for new and existing courses, and improving program management. Table 1 shows an illustrative allocation of technical assistance by region and course during each of the 4 years of Grant Agreement implementation. The Research and Evaluation and OR for CBD courses will be supplied technical assistance from other donor sources.

(c). Tuition and Other Fees

A preliminary analysis of Grantee revenues and costs indicate that tuition fees which contribute funds for financing the direct costs of conducting training only generate about 60% of the funds needed to fully finance these costs. The Grantee, with financial and programming technical assistance, will:

- (1) develop a cost accounting system and determine and track actual program costs and fees and other revenues;
- (2) project future revenues and costs each year over the life of project, with targets for fee setting and cost control;
- (3) periodically evaluate progress in narrowing the gap between fee revenues and training costs; and,
- (4) adjust the fee and cost targets in accordance with these cost and revenue estimates, demand for training, and the limits set by competition from other family planning training institutions.

By the termination date of the project, the Grantee will have achieved the objective of financing 100 percent of the direct training costs (of the regular program) through participant fees.

(d). Staff Support

New staff will be recruited by the Grantee to help develop and manage the new courses, as well as the continuing course offerings. The A.I.D. Grant funds will finance whole and, in exceptional cases, partial salaries of current Grantee staff. Given that additional revenues will be generated as fees are increased gradually over time, Project Grant funding of training staff salaries will decrease correspondingly.

(e). Administration and Management Funding

The grant will finance the cost of Grantee administration and management (A&M). Eligible costs under the definition of A&M for the purpose of this grant include:

- (1). A&M personnel salaries;
- (2). A&M office and classroom space rental (47 percent of the total);

- (3). utilities and communications;
- (4). office and clerical supplies;
- (5). computer system procurement;
- (6). professional staff (including trainers) recruitment and development;
- (7). library equipment and supplies;
- (8). program advertising and marketing, including publications and travel.

(f). Participant Expenses

A.I.D. Project Grant funds will finance the cost of participant training, per diem, and travel for some participants. The total amount allocated for this purpose each year will progressively decrease over the life of the project. Thus, grant financing will be budgeted as follows: for courses of 15-20 participants, the A.I.D. grant will finance 9, 8, 4, and 1 participants per course during the first, second, third, and fourth years of the project, respectively. A similar calculation will be made for the courses of 10-15 participants, i.e., A.I.D. will finance 7, 6, 4, and 1 participants, respectively, per course. In addition to direct project scholarships, it is anticipated that the AID Missions in sub-Saharan African countries, from their Operation Year Budgets, will finance scholarships for participants in accordance with the following targets: for courses of 15-20 participants, Missions will finance 2, 3, 5, and 6 participants respectively; and, for courses of 10-15 participants, Missions will finance 1, 2, 4, and 4 participants respectively. The Mission targets reflect realistic estimates of interest on their part, but will require a well-focussed and active marketing campaign by both REDSO/ESA and the Grantee to achieve. On balance the above targets imply that additional support from other donors and sponsors will be required to maintain sponsorship at the indicated average size.

B.5. CAFS Managerial and Administrative Responsibilities

CAFS is the implementing agency and, as such, will assume overall responsibility to plan and conduct all training courses; will handle enrollment, scheduling, procurement, and financial matters; and will arrange and coordinate instructors, consultants, and participants. The Director of CAFS will be the responsible officer for coordinating all Grant Agreement activities. A CAFS staff member will be assigned as course coordinator for the development and implementation of each course. In most cases this individual will be the principal trainer for the subject.

B.6. Implementation Plan

A proposed program and schedule of course offerings has been developed for the four year implementation period of the Agreement.

Observational visits for the training staff will be scheduled so as to avoid conflict with the course development process, design of curricula and teaching materials or major research activities, course or materials pilot testing, or program and project evaluations.

TABLE 2

Project Output Table

<u>Outputs</u>	<u>Magnitude</u>			
	<u>Anglophone</u>		<u>Francophone</u>	
<u>Course Title</u>	<u>Courses</u>	<u>Participants</u>	<u>Courses</u>	<u>Participant</u>
1. <u>Training of Participants</u>				
a) Management				
(1) Mid-Level	7	119	7	119
(2) Senior	4	48	4	48
b) Training of Trainers				
(1) General	-	-	3	51
(2) Clinical	8	136	3	51
c) Contraceptive Technology				
(1) CTU	8	96	-	-
(2) Basic CT	-	-	8	96
d) Communications	7	119	8	136
e) Family Life Ed.	4	68	-	-
f) Research & Eval.	4	48	2	24
g) OR for CBD	2	24	-	-
TOTAL	44	658	35	525

2. Training Assessment Follow-up

Each year

3. Staff Retreat

1 each year for 4 years

4. Participant Fee Structure Upgraded

Tuition fee covers 100 percent of direct Training costs and per diem and local travel fees are sufficient to finance these costs.

ATTACHMENT 3

STANDARD PROVISIONS

The Standard Provisions set forth as Attachment 3 of this Agreement consist of the following Mandatory and Optional Standard Provisions marked by an "X", which are incorporated as part of this Agreement by reference with the same force and effect as if included in full text. Full text of the Mandatory and Optional Standard Provisions designated below may be obtained from the project office specified on the cover page.

MANDATORY STANDARD PROVISIONS FOR NON-U.S., NONGOVERNMENTAL GRANTEES (FORM AID 1420-53 [1-85])

<u>Title</u>	<u>Reference No.</u>
(X) 1. Allowable Costs	(May 1986)
(X) 2. Accounting, Audit and Records	(May 1986)
(X) 3. Refunds	(May 1986)
(X) 4. Revision of Grant Budget	(May 1986)
(X) 5. Termination and Suspension	(May 1986)
(X) 6. Disputes	(November 1985)
(X) 7. Ineligible Countries	(May 1986)
(X) 8. U.S. Officials Not To Benefit	(November 1985)
(X) 9. Nonliability	(November 1985)
(X) 10. Amendment	(November 1985)
(X) 13. Notices	(November 1985)

OPTIONAL STANDARD PROVISIONS FOR NON-U.S., NONGOVERNMENTAL GRANTEES (FORM AID 1420-54 [1-85])

(X) 1. Payment - Periodic Advance	AID 1420-54A
() 2. Payment - Cost Reimbursement	AID 1420-54B
(X) 3. Air Travel and Transportation	AID 1420-54C
(X) 4. Ocean Shipment of Goods	AID 1420-54D
(X) 5. Procurement of Goods and Services	AID 1420-54E
(X) 6. AID Eligibility Rules for Goods and Services	AID 1420-54E (sic)
(X) 7. Subagreements	AID 1420-54F (sic)
() 8. Local Cost Financing	AID 1420-54G (sic)
(X) 9. Publications	AID 1420-54H (sic)
(X) 10. Patent Rights	AID 1420-54I (sic)
(X) 11. Nondiscrimination	AID 1420-54J (sic)
(X) 12. Regulations Governing Employees	AID 1420-54 (sic)

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|---------|--|--------------------|
| (X) 13. | Participant Training | AID 1420-54K (sic) |
| () 14. | Voluntary Population Planning | AID 1420-54L (sic) |
| () 15. | Protection of the Individual
as a Research Subject | AID 1420-54M (sic) |
| (X) 16. | Negotiated Overhead Rates
- Provisional | AID 1420-54N (sic) |
| () 17. | Government Furnished Excess
Personal Property | AID 1420-54O (sic) |
| (X) 18. | Title To and Use of Property
(Grantee Title) | AID 1420-54P (sic) |
| () 19. | Title To and Care of Property
(U.S. Government) | AID 1420-54Q (sic) |
| () 20. | Title To and Care of Property
(Cooperating Country Title) | AID 1420-54R (sic) |
| () 21. | Cost Sharing | AID 1420-54S (sic) |

NOTE: When these Standard Provisions are used for Cooperative Agreements, the following terms apply:

"Grantee" means "Recipient"

"Grant" means "Cooperative Agreement"