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Appendix V: Solicitation Materials

Final Report to
the United States Agency for International Development
of the Private Voluntary Organizations Initiatives for the Newly Independent States Project
World Learning Inc.
1992 - 1997

Appendix V: Table of Contents

- I First solicitation: "Humanitarian Assistance"
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First solicitation

“Humanitarian Assistance”

**The Experiment in International Living
PVO/NIS Project
Round I Solicitation Process
June, 1992**

BACKGROUND

For Round I of proposals under A.I.D.'s PVO/NIS Initiatives Project, EIL mailed solicitation announcements to just over 300 organizations selected from the following lists:

- The Citizen's Democracy Corps' January '92 conference list;
- The A.I.D. Advisory Committee's February '92 meeting list;
- InterAction's CIS Task Force list;
- Groups which inquired either to A.I.D. or E.I.L. after hearing about the grant program.

The roughly 315 organizations receiving the application packet generated 63 proposals, 62 of which were submitted on the closing date of June 8; one was submitted on June 9 and was considered not responsive and not eligible this time.

The 62 proposals represented funding requests for over \$32,000,000 in A.I.D. support. The project expects to award roughly \$2.7 million against these requests for humanitarian and development grant assistance. A small reserve of several hundred thousand has been set aside for grants which are strictly targeted to fostering voluntarism in the NIS. A limited solicitation for the voluntarism grants will take place in July.

ROUND I REVIEW PROCESS

The 62 proposals received on June 8 were first screened for overall responsiveness. Those which lacked significant requested proposal pieces were judged not responsive and were not reviewed. Eight fell into this category. Added to the one which arrived late, a total of nine dropped out.

EIL assembled five teams of two reviewers each. The two Team members in each team reviewed the same proposals. Teams looked at an average of 10 or 11 proposals each. Since so many of the proposals targeted multiple republics, sectoral areas, and at-risk populations, and to keep the process manageable, teams were assigned proposals at random. It turned out to be unworkable to assign proposals based on someone's previous geographic or technical experience. Each Team consisted of an internal EIL staff person and an external reviewer, except for one team which comprised two external reviewers. Short biosketches of the external reviewers are included with this packet.

Review Committee members (internal and external) met at EIL on June 4 for orientation to review the background of the project, discuss their responsibilities as Review Committee members, learn more about EIL and each other, and generally understand the process of the reviews and the timetable for their participation. The scoring sheet to be used with each proposal was reviewed. A.I.D.'s Office of NIS Project Officer for this initiative, Regina Coleman, participated.

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The Review Committee assembled on the afternoon of June 10 to begin their task, following two days of EIL logging in and screening all 63 proposals. Committee members worked out of the EIL offices in order to have access to staff when questions arose. On Thursday afternoon, June 11, the Committee reconvened to assess the process up to that point, ask and answer questions which might have surfaced in the course of roughly one day of reviews, and to be sure they were clear about proceeding.

Once each Team had finished reviewing its assigned proposals, individual teams met to discuss findings and to rank their Team's proposals in priority order. Monday, June 15, at noon, was the deadline given for all scoring sheets to be submitted in final form and for Teams to be ready to recommend to the entire Committee proposals from their assigned group. On Monday afternoon, June 15, the entire Committee reconvened for a general discussion of results. Proposals fell into three categories:

- those on which the Teams were in complete agreement and which they recommended be considered for funding;
- those on which Team members disagreed (where one scored high and one scored low) and which would need a third reading and scoring by another Committee member;
- those which the Teams agreed did not merit further funding consideration.

In the course of nominating proposals for funding, a healthy discussion took place as to the merits of the proposal, similarities or differences with other proposals, best fit with criteria, value for cost, etc.

On Tuesday, June 16, the Committee reconvened and discussed the results of those proposals which had been read by a third Committee member. Based on a third reading, some proposals dropped out entirely while several were added to the "recommended" list. A list of 16 of the best proposals resulted.

These 16 were then each re-reviewed for Financial Plan completeness (although the scoring sheets did contain five questions on the Financial Plan of each proposal). Given differing levels of experience which each Committee member brought to the budget review process, EIL felt that a second review of this proposal component was in order. Two additional reviewers became involved at this stage: the PVO/NIS Project's Finance Specialist and EIL's Contract Management Services Director.

Subsequent to that, using a format agreed to by EIL and A.I.D. designed to facilitate the final review process within A.I.D., summary sheets were prepared for the list of 16 as well as several others that A.I.D. indicated an interest in seeing.

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**THE
EXPERIMENT
IN
INTERNATIONAL
LIVING** **SCHOOL
FOR
INTERNATIONAL
TRAINING**

PROJECTS IN INTERNATIONAL DEVELOPMENT & TRAINING

May 19, 1992

Dear Colleague:

We are pleased to announce a new funding initiative sponsored by the U.S. Agency for International Development (A.I.D.) in support of U.S. private voluntary organizations (USPVOs) working in or expecting to work in the New Independent States (NIS) of the former Soviet Union. The Experiment in International Living has been selected by A.I.D. to administer this new initiative, which has as a core component the solicitation and review of proposals leading to the award of grants to implement humanitarian and development activities in the NIS.

A.I.D. has developed this funding mechanism to encourage the growth of the voluntary sector in the NIS, while simultaneously delivering assistance to beneficiaries in areas and regions where needs are greatest. The enclosed materials describe the initiative and its background in more detail, including the grant application process and procedures, eligibility criteria, application format, and proposal evaluation criteria.

Proposals under the first competitive solicitation are due June 8, 1992. USPVOs whether registered with A.I.D. or not are eligible to apply. The grant program has a minimum 25 percent private (cash or in-kind) match requirement. A second solicitation will take place and will be announced at a later date.

Sincerely,

Bonnie Ricci

Bonnie Ricci
Director
Development Management

Enclosures



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INVITATION FOR APPLICATIONS
PVO Initiatives for the New Independent States (PVO/NIS) Project

Solicited by
The Experiment in International Living
May 19, 1992

Background and Application Guidelines

I. OVERVIEW

The U.S. Agency for International Development (A.I.D.), through its designated lead institution, The Experiment in International Living (EIL), seeks proposals from U.S. private voluntary organizations (USPVOs) which may lead to the award of grants to implement humanitarian and development activities in the New Independent States (NIS).

This project is funded through Cooperative Agreement No. CCS-0001-A-00-2022-00 awarded to EIL to manage the grant solicitation, review, award, and monitoring and evaluation processes.

Activities eligible under this program will:

- enhance indigenous capabilities to provide humanitarian and/or development assistance;
- target disadvantaged and at-risk populations such as infants and children, the elderly, the handicapped, and the unemployed;
- foster voluntarism by encouraging an enabling environment in which nongovernmental organizations (NGOs) and voluntary associations can thrive and by developing indigenous talent;
- demonstrate ability to leverage private sector resources at a level in which the A.I.D. contribution to the proposed activity is not more than 75 percent of total project effort;
- be consistent with A.I.D. humanitarian and development assistance policies, as well as the needs in the NIS; and
- take place in one of the countries with which the United States has established diplomatic relations (currently these include: Armenia, Azerbaijan, Byelarus, Georgia, Kazakhstan, Kirghizstan, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan).



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Two-year grants ranging between \$50,000 and \$750,000 will be awarded through up to three competitive cycles over a three-year period. Projects, therefore, must be able to demonstrate achievement of objectives during the period of the grant.

Applications for this first competitive grants cycle must be submitted by 4:00 p.m. on June 8, 1992. (See Section VIII.) A second grants cycle will take place and will be announced at a later date. Subject to the availability of funds, a third cycle may also be announced later. A limited solicitation for activities focused on fostering voluntarism in the NIS will take place in June-July 1992.

USPVOs, whether registered with A.I.D. or not, are eligible to submit proposals if they meet the criteria described in Section VI. Final decisions on awards will be made by A.I.D. based on the recommendations of EIL.

II. BACKGROUND

In support of the efforts of several member states of the former Soviet Union to deepen the process of reform that aims to replace communism and central planning with democracy and free-market economies, A.I.D. has developed a response mechanism to encourage the growth of the voluntary sector while simultaneously delivering assistance to beneficiaries in areas and regions where needs are greatest.

Voluntary organizations in the United States form a sector which is a critical element of this country's social safety net. Voluntary organizations which make up this safety net in the NIS, providing support and assistance to those dislocated by economic and social changes, have been significantly eroded by 70 years of Communist rule. Thus, there is a need to rapidly expand their capacity to respond to local needs while providing short-term sustenance to those affected most seriously by the current process of economic and political transformation.

Many U.S. organizations which have demonstrated their ability to design and implement successful humanitarian and development assistance programs and to foster the development of indigenous NGOs are already operating in the NIS, addressing needs with their own private resources. The PVO/NIS Project will make available A.I.D. funds to augment PVO private resources by increasing the quantity and quality of their programs judged to be most consistent with the U.S. foreign policy objectives described here.

III. PROGRAM OBJECTIVES

The major objectives of the PVO/NIS Project are to:

1. Enhance indigenous capabilities to provide humanitarian and/or development assistance through the institutional development of local NGOs. In part, this will be accomplished by supporting PVO field programs which deliver direct assistance to beneficiaries in areas/regions where needs are greatest. Target populations are to include, but not be limited to, infants and children, the elderly, the handicapped, and the unemployed.

2. Foster voluntarism by providing technical assistance to: a) help develop public policies which encourage the growth of private voluntary associations; b) develop organizational and administrative skills among the managers of local NGOs; and c) enhance the fund-raising skills of new private voluntary associations/NGOs.

3. Increase U.S. private sector resources directed towards these humanitarian and/or development efforts by "matching" private cash and in-kind donations with A.I.D. funds which together will increase the impact and effectiveness of programs.

IV. a) GRANT GUIDELINES: TECHNICAL PROPOSAL

In addressing the objectives outlined in Section III (above), proposed programs should:

- support pilot/model activities and new initiatives to foster voluntarism, demonstrate effective interventions, facilitate replication, and provide additional private sector resources;
- provide training and technical assistance to enhance indigenous capabilities, including development of local NGOs;
- support capital costs linked to direct assistance to beneficiaries;
- leverage, to the extent possible, private sector resources over and above the 25 percent minimum to assure high impact and maximum effective use of A.I.D. and private resources to address immediate needs and work toward sustainable interventions; and
- significantly include women in the program, both in leadership roles and as program beneficiaries.

Priority for direct service delivery components will be given to activities which have direct links with local NGOs and address basic human needs (e.g., food, shelter, medical, and social services).

b) GRANT GUIDELINES: COST PROPOSAL

Budgets should include sufficient detail and explanatory notes to facilitate review. They should conform to the instructions in Section V (below), indicating clearly which costs are to be covered with A.I.D. funds, which costs are covered by private contributions, and where applicable, what funds are covered by another federal agency. Note that the latter funds will not be counted as "matches." Funds may be requested for a maximum period of two years. Cost proposals should include funds for a mid-term evaluation.

Organizations which budget for indirect costs should include a copy of the most recent Indirect Cost Rate Agreement as negotiated with their cognizant federal agency. Organizations not having such a rate agreement with the federal government should describe how the indirect cost rate is derived. No profit or fees are payable under grants.

All proposers, whether registered with A.I.D. or not, must submit a copy of their most recent audited financial statement.

c) PROGRAM RESTRICTIONS

PVO/NIS Project grants will not finance programs which are academic or research oriented, sectarian or politically partisan, or which indicate that a disproportionate share of grant funds will favor U.S. activities over field activities. Proposals designed primarily to establish a PVO's presence in the NIS will not be considered.

V. MATCHING REQUIREMENTS

All grant activities will be cost-shared by the proposing PVO, with A.I.D. support not to exceed 75 percent of the estimated costs of the program. Priority will be given to proposals which meet program guidelines and demonstrate ability to leverage substantial private resources over and above the 25 percent minimum. The match may be cash or in-kind contributions. Funds received by the PVO from the U.S. Government or A.I.D. intermediaries are not allowable sources for the match.

Grant applications must identify all critical sources of support for the program including private and public cash receipts and in-kind contributions of goods and services which directly support program activities. Applications must specify whether matching contributions are in hand, or when they are expected, and/or include a plan for when over the two-year life of the proposed project the minimum 25 percent private contribution is to be in place.

Criteria for acceptance and allowability for the non-federal contributions are set forth in OMB Circular A-133, Attachment E. OMB Circular A-133 is available from: The U.S. Government Printing Office, Superintendent of Documents, Washington, DC 20402; OR Publications, OMB, New Executive Office Building, Room G-236, Washington, DC 20503.

VI. ELIGIBILITY CRITERIA

Grant applicants must be legally incorporated not-for-profit organizations with 501(c) IRS status. Organizations not registered with A.I.D. must:

- demonstrate evidence of legal status with the IRS;
- indicate which type of tax-exempt status they hold; and
- indicate financial capacity and ability to comply with A.I.D. regulations (including the provisions of OMB Circular A-133) and reporting requirements.

In addition, priority will be given to those applicants with the following capabilities:

- demonstrated record providing development or humanitarian aid to similar target groups through domestic or international projects;
- demonstrated ability to manage program logistics in challenging environments;
- demonstrated understanding of critical humanitarian/development needs in the NIS; and

- experience working with grassroots organizations, fostering voluntary community action through programs in the field.

VII. GRANT APPROVAL PROCESS

EIL is responsible for soliciting and reviewing all proposals submitted for consideration under the PVO/NIS Project. During the course of review, applicants may be asked for clarifying information on either the Technical or Cost Proposal.

Based upon reviews for responsiveness to program guidelines, financial feasibility and organizational capacity as outlined in Sections I, IV, V and VI, and Attachment 3 (Evaluation Criteria) EIL will present a slate of the most responsive and feasible proposals to A.I.D./Office of NIS for final review and decisions.

Grant agreements will be negotiated with successful applicants. Agreements will be signed directly with The Experiment in International Living and will specify the level, terms and conditions of the grant.

Unsuccessful applicants will be notified in writing. Proposals having potential may be asked to be reworked and resubmitted in the second solicitation cycle, although this is not an implied approval of funding.

VIII. PROPOSAL SUBMISSION PROCEDURES

Proposals should contain the cover sheet (Attachment 1) and follow the format described in Attachment 2. The Technical Proposal should not exceed 25 pages in single-spaced format, printed only on one side. Technical and Cost Proposals may be submitted as one document, with each section clearly marked. Please do not submit proposals in three ring binders or velo binding.

Any annexes should be directly relevant to the requirements of this solicitation. Elaborate and unnecessary annexes are discouraged.

An original and six copies of the proposal should be submitted by 4:00 p.m. on Monday, June 8, 1992 to:

Bonnie Ricci
Director, Development Management
The Experiment in International Living (EIL)
PVO/NIS Project
1015 15th Street, NW
Suite 750
Washington, DC 20005

Faxed or late proposals will not be accepted. Please direct questions on the program, the guidelines, or the application process to:

Bonnie Ricci, Director, Development Management
Phone: (202) 408-5420; Fax: (202) 408-5397

GRANT APPLICATION SUMMARY
PVO Initiatives for the New Independent States (PVO/NIS) Project

Date of Application:

Applying Organization:

Address:

Phone:

Fax:

Contact Person:

Title:

A.I.D. Registered (Y or N):

NIS Location of Activities:
(States/Cities/Regions)

Technical/Sectoral Area of
Proposed Activities:

Name of Cooperating NGO:

Amount Requested of A.I.D.:

Private Contributions:

In-Kind

In Cash

Other Federal Funds Used:

Other International Donor
Agency Funds Used:

Total of Proposed Program:

GRANT APPLICATION FORMAT
PVO Initiatives for the New Independent States (PVO/NIS) Project

COVER PAGE: Please complete the Application Summary (see Attachment 1 to this solicitation).

TECHNICAL PROPOSAL:

1. EXECUTIVE SUMMARY

- a) Briefly introduce your organization and describe the program to be supported, including goal(s), purpose(s) and anticipated results.
- b) Briefly describe the technical and managerial resources of the organization. Describe how the program will be managed.

2. ORGANIZATIONAL CAPABILITY

- a) Provide a brief history of your organization. Describe its organizational structure, general purpose and goals.
- b) Indicate your organization's annual budget and sources of funding. Discuss any previous experience managing A.I.D. or other government agency funding.
- c) Discuss the compatibility of the proposed project with organizational goals.
- d) Describe track record with humanitarian/development projects in the sectoral areas targeted by this project.
- e) Describe past/current programs in the NIS.

3. PROGRAM CONCEPT/MANAGEMENT PLAN

- a) Proposed project: describe the project and what needs it is expected to meet, how it will accomplish meeting these needs, and who its beneficiaries are; discuss the geographic location of project activities and how it was selected.
- b) Describe how the proposed project and its beneficiaries fit with A.I.D. and IFA goals and objectives.
- c) Describe plan for developing voluntary participation and how the proposed plan contributes to an enabling environment for the voluntary sector. Discuss current or planned commitment to working with the local NGO to be involved in the activity. Discussion should include points outlined in the "Questions to be Answered about Local NGO." (Attachment 2, page 3)
- d) Describe your proposed monitoring and evaluation plan and specify key indicators. Also include an Implementation Plan which highlights the timing for carrying out major project activities.

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- e) Discuss how the proposed program is to be/could be replicated, and issues of sustainability once this funding commitment ends.
- f) Describe how the program will be managed, at headquarters and in the field, and the qualifications of key personnel.
- g) Discuss how women will be included in the project in leadership roles and as beneficiaries.

COST PROPOSAL (FINANCIAL PLAN):

- a) Submit a complete, detailed line item budget; include a narrative supporting the costs budgeted. Costs must be attributed to sources of funding, clearly indicating which costs will be covered by PVO/NIS Project funds.
- b) Describe the organization's plan for obtaining the private match contribution. Indicate if these funds are in hand or planned, and the timetable for securing them if applicable. Describe how in-kind contributions are recorded and valued.
- c) Describe general procedures for reporting field and home office expenditures.
- d) Describe familiarity, if any, with A.I.D. reporting requirements.
- e) Provide an annual institutional budget for the last fiscal year, the current year and the next year, which indicates major sources of support.
- f) If not registered with A.I.D., provide explanations and attach documents that may be required, as described in Sections IV and VI.

QUESTIONS TO BE ANSWERED ABOUT LOCAL NGO

- How long has the local organization been in existence?
- What kind of affiliations (religious/ethnic/tech sector) does the local organization have?
- How is the local organization structured? (Does it have articles/by-laws, membership criteria, elected/formally appointed board members and officers, regularly scheduled meetings, dues structures, etc.)
- What are the technical/managerial qualifications of the local organization's administrative and program staff?
- What type of assistance programs does the local organization carry out? How much experience has it had? Any track record?
- What kind of monitoring systems (particularly financial) does the local organization have in place?
- What is the local organization's financial status?
- What is the local organization's potential for growth?

EVALUATION CRITERIA
PVO Initiatives for the New Independent States (PVO/NIS) Project

PRINCIPAL CATEGORIES/EVALUATION WEIGHT (Total possible points: 130)

Organizational Capability (45 Points)

- Track record with humanitarian/development projects for target groups similar to those emphasized by this project
- Compatibility of project concept with organizational goals
- Past/current programs in NIS and/or understanding of NIS needs
- Experience managing federal, state and/or private funds
- Demonstrated financial stability and ability to carry through on commitments in the event of an award

Program Concept/Management Plan (55 points)

- Compatibility of program concept with A.I.D./PVO/NIS Project objectives
- Technical and social soundness
- Degree and quality of role proposed for local partner or of plan for developing local voluntary participation; and degree to which program creates an environment conducive to the growth of the voluntary sector
- Quality of proposed monitoring and evaluation plan
- Innovativeness of program concept or approach
- Replicability of proposed program
- Sustainability of proposed program
- Qualifications of proposed staff (technical, language, field experience in/out of NIS)
- Inclusion of women in the program both in leadership roles and as beneficiaries

Financial Plan (30 points)

- Completeness of budget
- Reasonableness of costs
- Degree to which financial plan leverages/maximizes private resources
- Degree to which the budget favors field costs over home office costs
- Demonstrated understanding of A.I.D. regulations

PVO/NIS PROJECT
FIRST SOLICITATION
MAY 19, 20 1992

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ALPHABETICAL GUIDE
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Review Schedule for First Round of Solicitations for PVO/NIS Project

- | | |
|-------------------|---|
| June 8 | Proposals received; logged; first screen for basic responsiveness |
| June 9 | Statistical matrix created, logging geographical/technical spread; proposals matched with reviewers and assigned to teams of two. |
| June 10,
11,12 | Proposals reviewed and scored by review teams |
| June 15,16 | Top ranked proposals read by third reader |
| June 17,18 | Internal discussions at EIL, further ranking |
| June 19,
20,21 | Statistical summaries prepared and review sheets double checked for thoroughness; |
| June 22 | Package presented to AID along with all recommendations |

Dear

Thank you for your proposal submitted in application for the PVO/NIS Project.

Based on the number of proposals received, we expect to complete the review process and notify applicants of the outcome in early July.

We appreciate your interest in the program.

Sincerely,

W. Thomas Kelly
Project Director

Budget Review Criteria

- The budget is clear and provides sufficient detail to enable a link/correlation between the proposed activities and the resulting cost.
- The plan for matching contributions is adequate and demonstrates an ability to meet the match requirements over the two years of the project. The method of valuing and recording non-cash contributions is appropriate.
- The type of budget items and the magnitude are reasonable in relation to the activities to be implemented.
- The description of home/field office reporting procedures (and any indication of familiarity with federal reporting requirements or funder requirements in general) indicate an ability to comply with grant reporting requirements.
- The division of the budget as between home and field costs suggests that resources favor field activities and/or beneficiaries over home office costs.

Notes to Reviewers

- Reviews and scoring are to be completed during the period June 9, 10, 11.
- EIL will provide space to reviewers at the EIL offices so as to have project staff easily available for questions and interpretations. Questions which appear to be at a policy level will be checked with AID.
- Both Technical and Cost Proposals are part of the review process.
- Scoring sheets should be completed as precisely as possible; written remarks stand as a permanent record of the evaluation.
- Each proposal will be read by two reviewers; top ranked proposals will be read by a third reviewer.
- Proposals may fall into several categories:
 - those that clearly rank at the top
 - those that are good ideas, receive less than top ranking, but merit further consideration based on additional input from the proposing organization
 - those that are not responsive: they may be more concept papers than proposals or are not linked directly enough to the program priorities and targets, or are not responsive to another reason.

**The Experiment in International Living
New Independent States PVO Initiatives Project**

Biographical Sketches

**External Review Committee Members
Round I, June 1992**

Jeffrey Clark, currently an independent consultant in international development, spent several months traveling in Russia and the Republic of Georgia. Under contract to A.I.D., Mr. Clark served as one of three team leaders in a group of thirty professionals tasked with assessing the humanitarian needs in Moscow, Siberia, and Georgia. The group met with government officials as well as members of the emerging non-governmental sector. Discussions centered on the most appropriate type of assistance (humanitarian and development) that citizens and officials of the NIS perceived as priorities. Mr. Clark has extensive experience with non-governmental and governmental organizations working in international development in food security, famine relief, micro-enterprise credit, health, and disaster assistance. Among other positions, he was Director of Project Africa for the Carter Presidential Center and senior aide to Mickey Leland's House Select Committee on Hunger.

Leon Leiberg is a former senior staff member of the American Joint Distribution Committee (AJDC). While serving as Country Director for Romania he planned and administered programs in the areas of finance, education, health, welfare and care to the aged. He was also responsible for program monitoring and supervision, including budget preparation and negotiation, reporting and analysis. Mr. Clark has also represented the AJDC's country programs to the United Nations in India, Burma, Egypt, Syria, and Morocco. He is knowledgeable about community development, volunteer program administration, and management skills training, and speaks Russian. He is a senior consultant to American University's School of Public Affairs.

Dr. Adele Lindenmeyr, a Professor of History at Villanova University, is a specialist in Russian and Soviet History and Russian Literature, and is currently on sabbatical at the Kennan Institute for Advanced Russian Studies in Washington. Dr. Lindenmeyr is an authority on the history of voluntary associations in Russia and her recent publications include several on voluntarism in Imperial Russia. She has worked closely with Lester Salomon of Johns Hopkins on recent developments in the renaissance of voluntarism in the NIS and is fluent in Russian.

Tamara L. Sherman recently completed a study and design mission for the World Bank and European Communities on distribution in the former Soviet Union of food aid from the European Community. She examined issues ranging from pricing, establishing wholesale distribution, food supplies transportation and monitoring, acquisition of warehousing facilities, management of foods stocks, and targeting of humanitarian food assistance. A Russian resident in the United States since 1974, Ms. Sherman is a food distribution specialist by training and has helped develop joint ventures in the food and medical

industries, education and other areas. She spends more than half her time in the former Soviet Union, is fluent in Russian and also speaks Bulgarian, Slovak, Polish and German.

Christopher Siddall is a Program Officer with the International Foundation for Electoral Systems, a nongovernmental organization specializing in democratic initiatives with responsibilities for designing and managing technical assistance projects in former Soviet Union and East-Central European nations. He also serves as Consultant for East-European and Eurasian Affairs to W.K. Kellogg Foundation, conducting project research and advising the Executive staff on program initiatives related to education, health, childhood development, and leadership in the former Soviet Union, the Baltics, and Central-East Europe. Mr. Siddall is fluent in Russian.

Barry Sidman has twenty-three years of experience in designing, implementing and evaluating major international development projects. He has held senior positions outside and within A.I.D. including at the Mission Director level. He has technical expertise in food security, nutrition monitoring, PVO/NGO development, evaluation, and program and foreign policy. He has designed project documents and competitive proposals, and carried out detailed technical and financial analyses. Mr. Sidman has directed the evaluation programs of A.I.D. Bureaus and led team evaluations of A.I.D. activities.

EXPERIMENT IN INTERNATIONAL LIVING

Due June 8, 1992, 4:00 p.m.

WESTERN TRANS CAUCASUS CENTRAL ASIA

#	Name of organization / Amt. rec'd from A.I.D.	Belarus	Moldova	Russia	Ukraine	Armenia	Azerbaijan	Georgia	Kazakhstan	Kyrgyz.	Tajik.	Turk.	Uzbek.	Infants & Children	Handic. / disab.	Unemp.	Elderly	Food	Shelter	Health	Soc. Services	Other	

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PVO/NIS Project
Round One
Team Results
In Rank Order (Highest to Lowest)

Team Members: _____

Name of Organization	Reviewer 1 Score	Reviewer 2 Score	Fund Y/N
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

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**PVO/NIS PROJECT
PROPOSAL EVALUATION SCORE SHEET
First Round, June 1992**

Evaluator :
 Proposing Organization :
 Date :
 Total Score :

ORGANIZATIONAL CAPABILITY OF PROPOSING ORGANIZATION (45 Points Total)

1. The proposed project is in line with organizational goals and is similar in scale and purpose to other activities successfully implemented by the organization. (10)

Poor	Fair	Average	Good	Excellent	Points

Comments: _____					

2. The organization demonstrates an understanding of NIS needs or adequately demonstrates the capacity to transfer experience from other settings to the NIS. (10)

Poor	Fair	Average	Good	Excellent	Points

Comments: _____					

3. The organization has previous experience in managing federal, particularly A.I.D.-administered, and/or private grant funds. (5)

Poor	Fair	Average	Good	Excellent	Points

Comments: _____					

4. The organization has a sound financial base independent of the grant funding as demonstrated by its narrative description and by its current and previous organizational budgets. (10)

Poor Fair Average Good Excellent Points

Comments: _____

5. The organization evidences a track record with humanitarian/development projects for target groups similar to those emphasized by this project. (10)

Poor Fair Average Good Excellent Points

Comments: _____

Subtotal: Organizational Capability _____

PROGRAM CONCEPT/MANAGEMENT PLAN (55 Points Total)

6. The proposed project conforms to the AID/PVO/NIS objectives as described in the Invitation for Application. (15)

Poor Fair Average Good Excellent Points

Comments: _____

7. The proposed project is technically sound in terms of its approach and its monitoring and evaluation plan. (Innovativeness of approach, replicability and sustainability should also be considered.) (20)

Poor Fair Average Good Excellent Points

Comments: _____

8. The proposed project stimulates voluntarism through a major existing or future role for a local partner. (10)

Poor Fair Average Good Excellent Points

Comments: _____

9. The proposed project is staffed by qualified personnel, and includes women in leadership roles. (10)

Poor Fair Average Good Excellent Points

Comments: _____

Subtotal: Program Concept _____

FINANCIAL PLAN

10. The budget is clear and provides sufficient detail to enable a link/correlation between the proposed activities and the resulting cost. (10)

Poor Fair Average Good Excellent Points

Comments: _____

11. The plan for matching contributions is adequate and demonstrates an ability to meet the match requirements over the two years of the project. The method of valuing and recording non-cash contributions is appropriate. (5)

Poor Fair Average Good Excellent Points

Comments: _____

12. The type of budget items and the magnitude are reasonable in relation to the activities to be implemented. (5)

Poor Fair Average Good Excellent Points

Comments: _____

13. The description of home/field office reporting procedures (and any indication of familiarity with federal reporting requirements or grantor requirements in general) indicate an ability to comply with grant reporting requirements. (5)

Poor Fair Average Good Excellent Points

Comments: _____

14. The division of the budget as between home and field costs suggests that resources favor field activities and/or beneficiaries over home office costs. (5)

Poor Fair Average Good Excellent Points

Comments: _____

Subtotal Financial Plan _____

TOTAL SCORE _____

15. Other Comments/Observations/Recommendations

Point Scoring					
Total Range	5	10	15	20	25
Poor	0-1	0-2	0-3	0-4	0-5
Fair	1-2	2-4	3-6	4-8	5-10
Average	2-3	4-6	6-9	8-12	10-15
Good	3-4	6-8	9-12	12-16	15-20
Excellent	4-5	8-10	12-15	16-20	20-25

PVO/NIS PROJECT
Review Panel Meeting
June 4, 1992

Notes to Reviewers

- Reviews and scoring are to be completed during the period June 9, 10, 11.
- EIL will provide space to reviewers at the EIL offices so as to have project staff easily available for questions and interpretations. Questions which appear to be at a policy level will be checked with AID.
- Both Technical and Cost Proposals are part of the review process.
- Scoring sheets should be completed as thoroughly as possible; written remarks in the comment sections stand as a permanent record of the evaluation.
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 - those that are not responsive: they may be more concept papers than proposals; or are not linked directly enough to the program priorities and targets, or are not responsive for other reasons.

At the end of the first review day, all review teams will debrief to assess ease of reading, rate of reading and to identify process issues.

A.I.D., the project's grantor, will make the final decisions on awards.

RECOMMENDED

The Experiment in International Living
SUMMARY SHEET OF COMMENTS
Round I Proposals
June, 1992

Name of Proposing Organization:

Assigned Internal Number:

Republic Proposed:

Total Project Budget:

Sectoral Area of Proposal:

Amt. Requested of AID:

YR 1:

YR 2:

Cooperating Local Partner:

Amt./% of Match:

Summary of Proposed Program:

Name of Proposing Organization:

OVERALL COMMENTS

1. Organizational Capability

2. Program Concept/Management Plan

3. Financial Plan

4. General Comments

RECOMMENDED ACTION/QUALIFICATION:

RECOMMENDED WITH QUALIFICATION

The Experiment in International Living
SUMMARY SHEET OF COMMENTS
Round I Proposals
June, 1992

Name of Proposing Organization:

Assigned Internal Number:

Republic Proposed:

Total Project Budget:

Sectoral Area of Proposal:

Amt. Requested of AID:

YR 1:

YR 2:

Cooperating Local Partner:

Amt./% of Match:

Summary of Proposed Program:

Name of Proposing Organization:

OVERALL COMMENTS

1. Organizational Capability

2. Program Concept/Management Plan

3. Financial Plan

4. General Comments

RECOMMENDED ACTION/QUALIFICATION:

NOT RECOMMENDED BUT HAVING VOLUNTARISM COMPONENT POTENTIAL

The Experiment in International Living
SUMMARY SHEET OF COMMENTS

Round I Proposals

June, 1992

Name of Proposing Organization:

Assigned Internal Number:

Republic Proposed:

Total Project Budget:

Sectoral Area of Proposal:

Amt. Requested of AID:

YR 1:

YR 2:

Cooperating Local Partner:

Amt./% of Match:

Summary of Proposed Program:

SS

Name of Proposing Organization:

OVERALL COMMENTS

1. Organizational Capability

2. Program Concept/Management Plan

3. Financial Plan

4. General Comments

RECOMMENDED ACTION/QUALIFICATION:

NOT RECOMMENDED

The Experiment in International Living
SUMMARY SHEET OF COMMENTS
Round I Proposals
June, 1992

Name of Proposing Organization:

Assigned Internal Number:

Republic Proposed:

Total Project Budget:

Sectoral Area of Proposal:

Amt. Requested of AID:

YR 1:

YR 2:

Cooperating Local Partner:

Amt./% of Match:

Summary of Proposed Program:

Name of Proposing Organization:

OVERALL COMMENTS

1. Organizational Capability

2. Program Concept/Management Plan

3. Financial Plan

4. General Comments

Proposal Review Status
June 17, 1992

Favorably Reviewed, Unranked

Code No.	Organization
6.	Orbis International
8.	The World Institute on Disability
12.	- Association for Voluntary Surgical Contraception
13.	YMCA of the USA, International Division
22.	International Rescue Committee, Inc.
26.	Mercy Corps International
27.	World Vision Relief and Development, Inc.
28.	- Miramed - Magee (Institute and Hospital)
29.	Project Concern International
30.	Ecologia
37.	The People to People Health Foundation, Inc. (Project HOPE)*
48.	- American Red Cross
53.	ISAR
55.	- IOCC
57.	CEDPA
59.	Global Jewish Assistance and Relief Network*

(* undergoing fourth review)

Not Recommended *

1.	National Board of Junior Achievement Not Responsive, failed 4 of 10 essential requirements.
2.	Relationship-An Educational Corporation Not Responsive, failed 7 of 10 essential requirements.
3.	Medical Outreach for Armenians, Inc.
4.	World Concern
5.	International Services of Hope/Impact Medical Division
7.	Congress of Russian-Americans, Inc.
9.	Tolstoy Foundation Inc.
10.	The Institute for Applied Economics Not Responsive, not 501 (c)(3) organization
11.	East West Education Development Foundation Not Responsive, failed 5 of 10 essential requirements
14.	Direct Relief International
15.	Rainbow House International
16.	The Norwich Center, Inc.
17.	Center for Citizen Initiatives - USA
18.	Elwyn, Inc.
19.	Sabre Foundation, Inc.
20.	Plesion International
21.	World Medical Relief, Inc. Not Responsive, substantially below minimum, failed on 7 of 10 essential requirements.
23.	Brother's Brother Foundation

24. Colorado Institute for Conflict Resoultion and Creative Leadership
25. Brigham and Women's Hospital
31. Opportunity International
32. Aral Sea Information Committee
33. Team 16 Fire Safety Exchange
34. same
35. same
36. Institute of World Affairs
38. Project Hope (2nd)
39. Fund for Democracy and Development
40. The Children of Chernobyl Relief Fund, Inc.
41. Ukranian Fraternal Association
Not Responsive, no budget
42. International Policy forum
43. United Ukranian American Relief Committee, Inc.
44. Fund for the Development of Russia
- nd proposal* (45) -Heart to Heart: International Children's Medical Alliance
46. The Foundation for Emerging Peoples
47. Community Development International, Inc.
49. PACT
50. CARE
51. Wheeled Mobility Center
Not Responsive, failed on 4 of 10 essential requirements
52. The Support Centers of America
54. Enterprise Development International
56. Medical Outreach for Armenians, Inc.
58. Carelift International, Inc.
60. ATI
61. International Center for Better Health
62. ACTS
63. St. Andrews Ukranian Orthodox Society, Inc.
Not responsive, arrived day after deadline

* Some on list may be recommended for voluntarism component.

Second solicitation

“Voluntarism”

September 9, 1992

We are pleased to include your organization in the second, specialized, Invitation for Application under the PVO Initiatives for the NIS project. This Invitation is designed to support the efforts of both the U.S. PVO community and the NGO community in the NIS in encouraging the growth of the voluntary sector in the former Soviet Union.

The enclosed materials describe this component of the Project and its background in more detail, including the grant application process and procedures, eligibility criteria, application format, and proposal evaluation criteria.

Proposals under this limited competitive solicitation are due no later than 5:00 p.m. October 13, 1992. Selected USPVOs whether registered with A.I.D. or not have been invited to apply. The grant program has a minimum 25 percent private (cash or in-kind) match requirement.

I will be leaving for Moscow on September 16, and would be happy to carry copies of the Invitation and other materials to any counterpart organizations based in Moscow if you would like. The materials would have to be at our office no later than noon on Wednesday, September 16.

We look forward to your proposal.

Sincerely,

W. Thomas Kelly
Director
PVO/NIS Project

Enclosures

Projects in International
Development and Training

1~

2~

Dear 3~,



WORLD LEARNING INC.

Founded in 1932 as
The U.S. Experiment in
International Living

On September 9, we sent your organization the second, specialized, Invitation for Application (IFA) under the "Impediments to Voluntarism" component of the PVO Initiatives for the NIS project. This Invitation is designed to support the efforts of both the U.S. PVO community and the NGO community in the NIS in encouraging the growth of the voluntary sector in the former Soviet Union.

Please note the following correction to the Voluntarism IFA:

On page 5, V. MATCHING REQUIREMENTS, paragraph 3, please DELETE two-year and SUBSTITUTE eighteen (18) month.

As originally stated, proposals under this limited competitive solicitation are due no later than 5:00 p.m., October 13, 1992.

We apologize for any inconvenience and look forward to your proposal.

Sincerely,

Bonnie Ricci
Coordinator
PVO/NIS Project

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INVITATION FOR APPLICATION
PVO Initiatives for the New Independent States (PVO/NIS) Project

Impediments to Voluntarism

Solicited by
The Experiment in International Living
September 9, 1992

I. OVERVIEW

The U.S. Agency for International Development (A.I.D.), through its designated lead institution, The Experiment in International Living (EIL), seeks proposals from U.S. private voluntary organizations (USPVOs) which may lead to the award of grants to implement activities which will promote voluntarism in the New Independent States (NIS) of the former Soviet Union.

This project is funded through Cooperative Agreement No. CCS-0001-A-00-2022-00 awarded to the Experiment in International Living to manage the grant solicitation, review, award, and monitoring and evaluation processes.

The project is implemented through the awarding of subgrants to USPVOs. The first solicitation and award of project-funded humanitarian/development grants took place in June/July of 1992.

The major overall objectives of the PVO/NIS Project are to:

1. Support PVO field programs which deliver direct assistance to beneficiaries in areas/regions where needs are greatest. Target populations include, but are not limited to, infants and children, the elderly, the handicapped, and the unemployed.
2. Foster voluntarism by providing technical assistance to: a) help develop public policies which encourage the growth of local private voluntary associations/NGOs; b) develop organizational and administrative skills among the managers of these local NGOs; and c) enhance the fund-raising skills of new private voluntary associations/NGOs.
3. Increase U.S. private sector resources directed towards these humanitarian and/or development activities.

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II. BACKGROUND

Voluntary organizations in the United States form a sector which is a critical element of this country's social safety net. Voluntary organizations which make up this safety net in the NIS, providing support and assistance to those dislocated by economic and social changes, have been eroded by 70 years of Communist rule to a degree that is, at present, unknown. Thus, in addition to providing short-term sustenance to those affected most seriously by the current process of economic and political transformation, there is a need to rapidly expand the institutional capacity of local organizations to respond to local needs.

This special and limited Invitation for Application relates specifically to the second of the objectives listed above, and is a unique component—Impediments to Voluntarism—of the PVO/NIS Project. It is intended to provide interested organizations in both the U.S. and the NIS with an opportunity to address the particular issue of the development of non-governmental organizations and voluntary agencies in the NIS, and the related policy/legal climate within which they work.

III. THE VOLUNTARISM COMPONENT

Although efforts to improve NGO management/administrative capacities are found in both the humanitarian/development subgrants and the voluntarism component, the focus of each is somewhat different. Subgrant activities are intended to provide specific at-risk target populations with needed services in addition to improving technical and managerial capacities of the local partner organizations involved in the provision of these services. By contrast, the target groups of the voluntarism component are the staff and voluntary personnel of USPVOs working or desiring to work in the NIS and the individuals who are associated with NGOs in those countries.

Thus, while the humanitarian/development grants highlighted above will provide managerial and organizational assistance to those local groups and institutions which are working directly with the USPVO subgrant recipients under this project, the Voluntarism Component is expected to serve larger groups of local organizations as well as USPVOs which have been and will be undertaking various activities in all of the countries.

This special component of the PVO/NIS Project focuses on three areas in dealing with Impediments to Voluntarism in the NIS:

- 1) Development of public policies conducive to the creation of private voluntary associations/NGOs;
 - 2) Development of organizational and administrative skills among the managers of local NGOs; and
 - 3) Enhancement of NGO fundraising and revenue generating capacities.
- 

Given the vast areas involved in coverage of all 12 republics, each with its own legal and policy environment, efforts undertaken in addressing the Impediments to Voluntarism component should profit from important work already underway in the voluntarism sector in some of those republics. Numerous U.S., European, international, and NIS organizations are already examining the issue of voluntarism in some of these republics, and these sources should be tapped in addressing the objectives of this component of the overall project.

In addition, while the efforts undertaken under this component are expected to provide guidance for broader impact over time, initially they will focus on those republics where PVOs are implementing humanitarian and development projects funded in part by this overall project. At present, these republics include Russia, Ukraine, Georgia, Belarus, Kazakhstan, Uzbekistan, Turkmenistan, Kyrgyzstan, Tajikistan.

All of these new countries are undergoing significant social change, and any nascent voluntary sector will also be in the process of defining itself. Whether these emerging NGOs have their origins within the structure of the state and must now maintain their existence through private resources, or have newly sprung from reactions to human needs in the face of dramatic economic and social adjustments, they face major challenges for which previous USPVO experience elsewhere may not be entirely relevant. Women's associations, for example, which were non-threatening to the state and, in many cases, allowed to function before the new social movements became dominant, are sometimes ignored now as more aggressive groups scramble for available donor resources. The Impediments to Voluntarism component will, at a minimum, provide both USPVOs and A.I.D. with the information necessary to implement ongoing efforts and shape future efforts to stimulate the growth of a strong voluntary sector in these countries. It should also develop and test the validity of both societal and institutional approaches which can be used by the nascent NGOs in the countries themselves to promote an enabling environment and to develop their own capacities.

Grant applications in this limited solicitation are to be from USPVOs and NIS partners whose specialization is the study of, advocacy for, and capacity building of the voluntary sector in the U.S. and elsewhere. There will be two primary awards of up to \$200,000 each, with A.I.D. and the Experiment in International Living reserving the right to negotiate changes to the potential grantees' project proposals prior to final award of the grant.

Activities under the grants will be completed within eighteen (18) months of the signing of the grant agreement.

IV. GRANT GUIDELINES

A. TECHNICAL PROPOSAL

In addressing the issue of voluntarism, and defining the overall framework in which the fostering of voluntarism will be carried out, proposed programs should encompass these aspects:

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1. Establish an information base:

- provide inventories/typologies of non-governmental organizations in the target states;
- delineate the most common characteristics of a representative sampling of these NGOs in terms of their evolution, leadership, motivation, clientele, potential, needs, etc.
- describe the status of administrative and legal frameworks within which NGOs operate in the individual states targeted;

2. Identify general and specific impediments to voluntarism:

- describe general attitudes toward voluntarism in the societies of the targeted states;
- describe constraints on NGO/voluntary organization development resulting from public policy and/or existing laws or the absence thereof;
- assess institutional development needs of existing NGOs;

3. Propose public policy responses:

- recommend appropriate advocacy activities of NGOs/voluntary organizations in the individual states, such as seminars for legislators, coordination of NGO lobbying efforts, etc.
- suggest model legislation which:
 - a) defines an NGO in the individual state
 - b) establishes official procedures for the recognition of an NGO
 - c) sets forth the legal framework within which NGOs will operate;

4. Establish a training program:

- develop training activities that enhance managerial, organizational and institutional capacities of NGO/voluntary organizations;
- describe training focus, methodologies and instruments;
- identify potential trainers;
- implement training program for:
 - a) staff of participating USPVOs (training of trainers)
 - b) selected NGO/voluntary organizations in the targeted countries.

B. COST PROPOSAL

Proposal budgets should be submitted simultaneously with the technical proposal and should include sufficient detail and explanatory notes to facilitate review. They should conform to the instructions in Section V (below), indicating clearly which costs are to be covered with A.I.D. funds, which costs are covered by private contributions, and where applicable, what funds are covered by another federal agency. Note that the latter funds will not be counted as "matches." Funds may be requested for a maximum period of 18 months.

Organizations which budget for indirect costs must include a copy of the most recent Indirect Cost Rate Agreement as negotiated with their cognizant federal agency. Organizations not having such a rate agreement with the federal government should describe how the indirect cost rate is derived. No profit or fees are payable under grants.

All proposers, whether registered with A.I.D. or not, must submit a copy of their most recent audited financial statement.

V. MATCHING REQUIREMENTS

All grant activities will be cost-shared by the proposing organization(s), with A.I.D. support not to exceed 75 percent of the estimated costs of the program. Priority will be given to proposals which meet program guidelines and demonstrate ability to leverage substantial private resources over and above the 25 percent minimum. The match may be cash or in-kind contributions. Funds received from the U.S. Government or A.I.D. intermediaries are not allowable sources for the match.

Grant applications must identify all critical sources of support for the program including private and public cash receipts and in-kind contributions of goods and services which directly support program activities. Applications must specify whether matching contributions are in hand, or when they are expected, and/or include a plan for when over the two-year life of the proposed project the minimum 25 percent private contribution is to be in place.

Criteria for acceptance and allowability for the non-federal contributions are set forth in OMB Circular A-133, available from: The U.S. Government Printing Office, Superintendent of Documents, Washington, DC 20402; OR Publications, OMB, New Executive Office Building, Room G-236, Washington, DC 20503.

VI. ELIGIBILITY CRITERIA

Grant applicants must be legally incorporated not-for-profit organizations with 501(c)3 IRS status. Organizations not registered with A.I.D. must:

- demonstrate evidence of legal status with the IRS;
- indicate which type of tax-exempt status they hold; and

- indicate financial capacity and ability to comply with A.I.D. regulations (including the provisions of OMB Circular A-133) and reporting requirements.

VII. GRANT APPROVAL PROCESS

The Experiment in International Living is responsible for soliciting and reviewing all proposals submitted for consideration under this and other components of the PVO/NIS Project. During the course of review, applicants may be asked for clarifying information on either the Technical or Cost Proposal.

Based upon reviews for responsiveness to the program guidelines above, financial feasibility and organizational capacity as outlined above and in the Evaluation Criteria. The Experiment in International Living will recommend the most responsive and feasible proposals to A.I.D./Office of NIS for final approval.

Grant agreements will be negotiated with successful applicants. Agreements will be signed directly with the Experiment in International Living and will specify the level, terms and conditions of the grant. Unsuccessful applicants will be notified in writing. Proposals having potential may be asked to be reworked, although this is not an implied approval of funding.

VIII. PROPOSAL SUBMISSION PROCEDURES

Proposals should contain the Grant Application Summary (Attachment 1) as the cover sheet and follow the format described in Attachment 2. The Technical Proposal should not exceed 20 pages in single-spaced format, printed only on one side. Technical and Cost Proposals may be submitted as one document, with each section clearly marked. Please do not submit proposals in three ring binders or velo binding.

Any annexes should be directly relevant to the requirements of this solicitation and should constitute a maximum of 10 pages. Elaborate and unnecessary annexes are discouraged.

An original and two copies of the proposal should be submitted by 5:00 p.m. on Tuesday, October 13, 1992 to:

W. Thomas Kelly, Director,
PVO/NIS Project
World Learning Inc.
1015 15th Street, NW
Suite 911
Washington, DC 20005

Faxed or late proposals will not be accepted. Please direct questions on the program, the guidelines, or the application process to:

Bonnie Ricci, Tel. (202) 408-5420, Fax (202) 408-5397

ATTACHMENT 1

GRANT APPLICATION SUMMARY
PVO Initiatives for the New Independent States (PVO/NIS) Project
Impediments to Voluntarism Component

Date of Application:

Applying Organization:

Address:

Phone:

Fax:

Contact Person:

Title:

IRS Status:

A.I.D. Registered (Y or N):

NIS Countries covered in this proposal:

Name of Cooperating NGO/Partner in the NIS (if any):

Address:

Contact Person:

Telephone/Fax:

Total Project Budget: _____

Amount Requested of A.I.D.: _____

Amount/Percentage of Match:

In-Kind: _____/_____

In Cash: _____/_____

ATTACHMENT 2

GRANT APPLICATION FORMAT
PVO Initiatives for the New Independent States (PVO/NIS) Project
Impediments to Voluntarism Component

COVER PAGE: Please complete the Application Summary (see Attachment 1 to this solicitation).

TECHNICAL PROPOSAL:**1. EXECUTIVE SUMMARY**

- a) Briefly describe the organizations involved in the project, activities to be undertaken, including goal(s), purpose(s) and anticipated results of these activities.
- b) Briefly describe the technical and managerial resources of the organization(s), and how the program will be managed.
- c) Summarize information on cooperating NIS partner(s), if applicable.

2. ORGANIZATIONAL CAPABILITY

- a) Describe the history, structure, general purpose and institutional goals of organizations which will implement the proposal.
- b) Indicate total budgets and sources of funding of proposed implementing organizations, highlighting previous experience managing A.I.D. or other U.S. government agency funding.
- c) Discuss the compatibility of the proposed project with organizational goals.
- d) Describe track record with NGO/voluntary association advocacy and development projects.
- e) Describe past/current programs in the NIS.

3. PROGRAM CONCEPT/MANAGEMENT PLAN

- a) Proposed project: describe project activities and how they are expected to meet the needs of the PVO/NGO community.

- b) Describe how the proposed project fits with overall PVOI NIS goals and objectives and conforms to the grant application guidelines.
- c) Describe how the proposed plan contributes to an enabling environment for the voluntary sector.
- d) Identify the key individuals who will be responsible for project implementation and describe their qualifications.
- e) Describe your proposed monitoring and evaluation plan and specify key indicators. Also include an Implementation Plan which highlights the timing for carrying out major project activities.
- f) Discuss how women and women's NGOs will be included in the project activities.
- g) Discuss the background and role of any proposed NIS partner organizations(s).

COST PROPOSAL (FINANCIAL PLAN):

- a) Submit a complete, detailed line item budget; include a narrative supporting the costs budgeted. Costs must be attributed to sources of funding, clearly indicating which costs will be covered by PVOI NIS project funds.
- b) Describe the organization's plan for obtaining the private match contribution. Indicate if these funds are in hand or planned, and the timetable for securing them if applicable. Describe how in-kind contributions are recorded and valued.
- c) Describe general procedures for reporting field and home office expenditures.
- d) Describe familiarity, if any, with A.I.D. reporting requirements.
- e) Provide an annual institutional budget for the last fiscal year, the current year and the next year, which indicates major sources of support.
- f) If not registered with A.I.D., provide explanations and attach documents that may be required, as described in Sections V and VI.

ATTACHMENT 3

EVALUATION CRITERIA

PVO Initiatives for the New Independent States (PVO/NIS) Project

Impediments to Voluntarism Component

PRINCIPAL CATEGORIES/EVALUATION WEIGHT (Total possible points: 100)**Organizational Capability** (35 Points)

- Track record with NGO institutional development/advocacy projects
- Past/current programs in NIS and/or understanding of NIS needs
- Experience managing federal, state and/or private funds
- Demonstrated financial stability and ability to carry through on commitments in the event of an award

Program Concept/Management Plan (45 points)

- Compatibility of program concept with A.I.D./PVO/NIS Project objectives
- Technical and social soundness
- Degree and quality of role proposed for local partner and degree to which the proposed project demonstrates awareness of NGO situation in the NIS
- Quality of proposed monitoring and evaluation plan
- Qualifications of proposed staff (technical, language, field experience in/out of NIS)
- Inclusion of women in the proposed project

Financial Plan (20 points)

- Completeness of budget
- Reasonableness of costs
- Degree to which financial plan leverages/maximizes private resources
- Demonstrated understanding of A.I.D. regulations or demonstration of ability to comply in the event of an award.

VOLUNTARISM SOLICITATION

Organizations which are going to be sent the voluntarism solicitation package, to date, 8/21/92

PACT
FSI (New York Address)
INTERLEGAL RESEARCH (Nina B. Moscow)
SUPPORT CENTERS OF AMERICA
SISTER CITIES
UNITED WAY INTERNATIONAL
JOHNS HOPKINS UNIVERSITY, INSTITUTE FOR POLICY STUDIES
THE ASIA FOUNDATION
CARE
CENTER FOR CITIZENS INITIATIVES
INSTITUTE FOR INTERNATIONAL LAW AND PHILANTHROPY

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VOLUNTEER SOLICITATION
September, 1992

FAX: 202-466-5669
Mr. Louis Mitchell
Executive Director
PACT
1901 Pennsylvania Avenue, NW
Suite 500
Washington, D.C. 20006

FAX: 415-931-0948
Mr. Gennadi Alferenko
President
Foundation for Social Innovations
14 East 96th Street
New York, NY 10128

FAX: 410-516-8233
Ms. Nina Belyaeva
Interlegal U.S.A.
c/o Johns Hopkins University
Political Science Department
Shriver Hall
Baltimore, MD 21218

FAX: 212-924-9544
Mr. Thomas McClure
Director, International Programs
Support Centers of America
305 7th Avenue, 11th Floor
New York, NY 10001

FAX: 703-836-4815
Mr. Thomas Gittins
Executive Vice President
Sister Cities International
120 South Payne Street
Alexandria, VA 22314

FAX: 703-519-1485
Ms. Dianna Torres
United Way International
901 North Pitt Street
Alexandria, VA 22314

FAX: 410-516-8233
Ms. Nicole Etchart-Mendoza
Johns Hopkins University
Institute for Policy Studies
Shriver Hall
Baltimore, MD 21218

FAX: 202-785-4582
Ms. Betty Borden
Asia Foundation
2301 E Street, NW
Washington, D.C. 20037

FAX: 212-686-2467
Mr. Philip Johnston
President
CARE
660 First Avenue
New York, NY 10016

FAX: 415-346-3731
Mr. Dale Needles
Vice President
Center for Citizen Initiatives, USA
3268 Sacramento Street
San Francisco, CA 94115

FAX: 202-429-9574
Mr. Bruce Hopkins
Institute for International Law and Philanthropy
1634 I Street, NW
Suite 702
Washington, D.C. 20036

FAX: 818-358-2896
Dr. Milton Amayun
World Vision Relief and Development Inc.
919 West Huntington Drive
Monrovia, CA 91016

FAX: 215-849-7033
Mr. Gary Robinson
Executive Director
OIC International
240 Tulpenhocken Street
Philadelphia, PA 19144

FAX: 202-296-5433
Mr. Lewis Townsend
Fund for Democracy and Development
2033 M Street, NW
Suite 506
Washington, D.C. 20036

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AGENDA FOR REVIEW COMMITTEE
IMPEDIMENTS TO VOLUNTARISM
OCTOBER 19, 1992

10:00 A.M. Review Committee assembles--coffee

10:30 A.M. Tom Kelly:
Update on Subgrantees thus far/bringing the process full circle.
Overview of Process
RECAP Highlights of IFA

Guidelines for Review: what we know about each organization, where there is overlap, where they don't overlap, highlight unique components, bring in budget factors,

Reminder of Key things to note to make Recommendation Summaries easier to write.

11:00 A.M. Review Process begins

1:00 P.M Lunch

2:00 P.M. Review Process Continues

Adele/Margot....PACT V-84

Adele/Tom.....Am. Dev. Foundation V-83

Jeff/Margot.....Sister Cities International V-82

Jeff/Margot.....United Way Int. V-81

Jeff/Tom.....Support Centers International V-80

John: All--Finance

Bonnie: Ombudsperson/tie-breaker--all

May use flip-charts or notes to highlight important points for summary to A.I.D., Remember to pullout best components for each, If some equally good, may go back to Institution and confine to one republic in order to fund.

**The Experiment in International Living
New Independent States PVO Initiatives Project**

Biographical Sketches

**External Review Committee Members
Impediments to Voluntarism, October 1992**

Jeffrey Clark, currently an independent consultant in international development, spent several months traveling in Russia and the Republic of Georgia. Under contract to A.I.D., Mr. Clark served as one of three team leaders in a group of thirty professionals tasked with assessing the humanitarian needs in Moscow, Siberia, and Georgia. The group met with government officials as well as members of the emerging non-governmental sector. Discussions centered on the most appropriate type of assistance (humanitarian and development) that citizens and officials of the NIS perceived as priorities. Mr. Clark has extensive experience with non-governmental and governmental organizations working in international development in food security, famine relief, micro-enterprise credit, health, and disaster assistance. Among other positions, he was Director of Project Africa for the Carter Presidential Center and senior aide to Mickey Leland's House Select Committee on Hunger.

Dr. Adele Lindenmeyr, a Professor of History at Villanova University, is a specialist in Russian and Soviet History and Russian Literature. Until August, she was on sabbatical at the Kennan Institute for Advanced Russian Studies in Washington. Dr. Lindenmeyr is an authority on the history of voluntary associations in Russia and her recent publications include several on voluntarism in Imperial Russia. She has worked closely with Lester Salomon of Johns Hopkins on recent developments in the renaissance of voluntarism in the NIS and is fluent in Russian.

PVO/NIS PROJECT
IMPEDIMENTS TO VOLUNTARISM
PROPOSAL EVALUATION SCORE SHEET



WORLD LEARNING INC.

Founded in 1932 as
The U.S. Experiment in
International Living

EVALUATOR :
PROPOSING ORGANIZATION :
DATE :
TOTAL SCORE :

A. PROGRAM CONCEPT/MANAGEMENT PLAN (45 POINTS TOTAL)

1. The proposed project conforms to the AID/PVO/NIS objectives as described in the Invitation for Application and responds to one or more of the four aspects within the voluntarism framework of the solicitation. (5)

Poor Fair Average Good Excellent Points__

Comments: _____

2. The proposed project is well researched as to current status of NGOs (legal and otherwise) in the NIS countries and has a program that reflects those considerations. (5)

Poor Fair Average Good Excellent Points__

Comments: _____

3. The proposed program stimulates voluntarism through a strong community development component and has a local partner with a role appropriate to the scale and scope of its activities. (10)

Poor Fair Average Good Excellent Points__

Comments: _____

4. The program as proposed includes measures that will improve its chances of sustainability, such as training components in management of a voluntary organization, community liaison and some training in presentation to enhance fund-raising abilities.(10)

Poor Fair Average Good Excellent Points__

Comments: _____

5. The proposed project has an adequate monitoring and evaluation plan. (5)

Poor Fair Average Good Excellent Points ____

Comments: _____

6. The proposed project is staffed by qualified personnel, and includes women in leadership roles. (10)

Poor Fair Average Good Excellent Points ____

Comments: _____

Subtotal Program Concept ____

B. ORGANIZATIONAL CAPABILITY OF PROPOSING ORGANIZATION (35 POINTS TOTAL)

7. The Proposed Project is in line with organizational goals and is similar in scale and purpose to other activities successfully implemented by the organization. (10)

Poor Fair Average Good Excellent Points ____

Comments: _____

8. The organization demonstrates an understanding of NIS needs or adequately demonstrates the capacity to transfer experience from other settings to the NIS, especially of a voluntary organization.(5)

Poor Fair Average Good Excellent Points ____

Comments: _____

9. The organization demonstrates adequate ability to manage grant funds. (5).

Poor Fair Average Good Excellent Points ____

Comments: _____

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10. The organization has a sound financial base independent of the grant funding as demonstrated by its narrative description and by its current, previous, and future organizational budgets. (10)

Poor Fair Average Good Excellent Points ____

Comments: _____

11. The organization evidences a track record with NGO/voluntary association advocacy and development projects of the types emphasized by this solicitation.

Poor Fair Average Good Excellent Points ____

COMMENTS: _____

Subtotal Organization _____

C. FINANCIAL PLAN (20 Points)

12. The budget is clear and provides sufficient detail to enable a link/correlation between the proposed activities and the resulting cost. (5)

Poor Fair Average Good Excellent Points ____

Comments: _____

13. The plan for matching contributions is adequate and demonstrates an ability to meet the match requirements over the life of the project. The method of valuing and recording non-cash contributions is appropriate (5)

Poor Fair Average Good Excellent Points ____

Comments: _____

14. The type of budget items and the magnitude are reasonable in relation to the activities to be implemented. (5)

Poor Fair Average Good Excellent Points _____

Comments: _____

15. The description of home/field office reporting procedures (and any indication of familiarity with federal reporting requirements or grantor requirements in general) indicate an ability to comply with grant reporting requirements. (5)

Poor Fair Average Good Excellent Points _____

Comments: _____

16. The division of the budget as between home and field costs suggests that resources favor field activities and/or beneficiaries over home office costs. (5)

Poor Fair Average Good Excellent Points _____

Comments: _____

Subtotal Financial Plan _____

TOTAL SCORE _____

18) Other Comments/Observations/Recommendations.

Point Scoring

Total Range	5	10	15	20	25
Poor	0-1	0-2	0-3	0-4	0-5
Fair	1-2	2-4	3-6	4-8	5-10
Average	2-3	4-5	6-9	8-12	10-15
Good	3-4	6-8	9-12	12-16	15-20
Excellent	4-5	8-10	12-15	16-20	20-25

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MEMORANDUM

November 6, 1992

To: Regina Coleman, NIS Task Force, A.I.D.
From: Tom Kelly, PVO/NIS *Tom*
Subject: Impediments to Voluntarism Project Proposals
Ref: Your letter of October 29, 1992

As requested in the above letter, attached are the following:

1. Revised "Summary Sheet of Comments" for each proposal which includes, as a separate section, a discussion of the strengths and weaknesses of each proposal received.
2. A rank ordering of the proposals by component together with comments on the ranking.
3. A summary of the invitation and review process together with information on the external reviewers who participated.

We believe there are a few points which should be highlighted:

1. All of the proposals adhered very closely to the format and addressed the components outlined in the IFA, which meant that they were all similar in concept and in the activities proposed. Certain organizations appeared better suited or situated to handle certain components. In some cases, an organization's dominance in a particular area was so clear as to raise the issue whether other organizations needed to be involved. (For example, Interlegal in the area of legal impediments and model legislation, FSI in the area of fundraising within Russia.)

2. With the exception of United Way International, which already has an enviable track record in Russia doing many of the activities called for in the invitation, the strengths and weaknesses of the proposals depended in great measure on the partner NGOs.

It must be noted in this connection that the review panel questioned the need for and role of the U.S. PVOs which were partnered with Interlegal and the Foundation for Social Innovation, both of whom are legally recognized in the U.S. Whether each thought it was necessary to be paired with a U.S. PVO in order to qualify or whether it lacked the confidence to "go it alone" is unclear.

Third solicitation

“Social Safety Net in Development”



WORLD LEARNING INC.

Founded in 1932 as
The U.S. Experiment in
International Living

December 14, 1992

Dear Colleague:

We are pleased to announce the second Invitation for Application for funding under the initiative sponsored by the U.S. Agency for International Development (A.I.D.) in support of U.S. private voluntary organizations (USPVOs) working in or expecting to work in the New Independent States (NIS) of the former Soviet Union. World Learning Inc. has been selected by A.I.D. to administer this new initiative, which has as a core component the solicitation and review of proposals leading to the award of grants to implement humanitarian and development activities in the NIS.

A.I.D. has developed this funding mechanism to encourage the growth of the voluntary sector in the NIS, while simultaneously delivering assistance to beneficiaries in areas and regions where needs are greatest. The enclosed materials describe the initiative and its background in more detail, including the grant application process and procedures, eligibility criteria, application formats, proposal evaluation criteria, and contact information for USAID Missions in the NIS.

Proposals under this second competitive solicitation are due on January 19, 1992 and/or March 16, 1992. USPVOs do not need to be registered with A.I.D. in order to be eligible to apply. The grant program has a minimum 25 percent private (cash or in-kind) match requirement. **The enclosed Guidelines and Application Format must be strictly followed to insure consideration of your application for funding.**

Sincerely,



W. Thomas Kelly
Director
PVO Initiatives for the New Independent States

Enclosures

**INVITATION FOR APPLICATION (IFA)
PVO Initiatives for the New Independent States (PVO/NIS) Project**

Solicited by
World Learning Inc.
(founded as The Experiment in International Living)
December 14, 1992

Background and Application Guidelines

I. BACKGROUND

Under its NIS Special Initiatives Project (#110-0001), the U.S. Agency for International Development (A.I.D.) in mid-1992 launched a special program to help meet basic human needs of at-risk populations in the New Independent States of the former Soviet Union (NIS), while at the same time establishing and strengthening the emerging voluntary sector in the NIS.

The modality chosen for this special program was the partnering of U.S. Private and Voluntary Organizations (PVOs) with NIS non-governmental organizations (NGOs) who together would design and implement humanitarian and development assistance activities to increase the ability of needy people to see to their own needs during this time of severe economic dislocation. Operational principles of the program included:

- Fostering voluntarism through technical assistance focused on: a) developing organizational and administrative skills among managers of NIS NGOs; b) enhancing fundraising and other revenue-generating skills of new private voluntary organizations/NGOs, and c) developing public policies to facilitate growth of local voluntary organizations.

- Increasing U.S. private sector resources directed towards these development efforts by leveraging "matching" cash and in-kind resources to a level at which the A.I.D. contribution to the proposed activity is not more than 75 percent of the total project effort.

World Learning Inc. was competitively selected by A.I.D. as lead PVO for the program. In May 1992, World Learning organized a widely advertised competition for U.S. PVOs to submit project proposals supportive of basic human needs activities in the NIS and meeting the operational criteria cited above. On October 1, 1992, A.I.D. formally announced the award of the first six grants under the program, ranging in size from \$200,000 to \$650,000. These grants are now underway.

In addition, A.I.D. asked World Learning to manage a smaller competition for an "Impediments to Voluntarism" activity, with the goal of making management and other technical assistance more widely available to NGOs in the NIS. Three U.S. PVOs were selected in November 1992, and their activities are expected to begin shortly.

II. PROGRAM OBJECTIVE

Recognizing the need to mobilize U.S. PVOs and NGOs in support of a more focused program of assistance for the NIS, A.I.D. is now announcing a major competitive solicitation to be managed by World Learning and concentrated on enhancing the capacity of indigenous NIS NGOs to develop a sustainable private social services sector.

The social services sector supported by this solicitation would ideally incorporate a range of programs including, but not limited to, the creation of income generation opportunities for affected groups, e.g., unemployed women. This solicitation:

- Targets the most critical role that the voluntary sector can play at this stage in NIS evolution;
- Is a considered longer-term response to the emerging gap between the needs of NIS citizens adversely impacted by ongoing economic dislocations and the growing inability of all levels of government to meet these needs effectively;
- Represents, in essence, a first attempt to partially "privatize" many of the social service functions previously performed exclusively by government organizations or state-owned enterprises;
- Through its strong (but not exclusive) emphasis on provision of income generation opportunities for affected groups, recognizes that creation of a sustainable social services sector must include mechanisms for channelling or re-channelling as many affected individuals and groups as possible back into full participation in the productive sectors of NIS economies.

Target groups may include the unemployed (particularly women heads of households), the homeless, disadvantaged and "street" children, the disabled and/or chronically ill, pensioners or any other group affected by on-going economic dislocation; but would exclude refugees and displaced persons whose needs are being addressed through other programs.

Eligible countries include Armenia, Byelarus, Georgia, Kazakhstan, Kirghizstan, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan. It should be noted that Azerbaijan has been excluded from this solicitation.

For this solicitation, A.I.D. discourages submissions from U.S. PVOs focused on civic education/participation, environmental advocacy, human rights activities, and meeting immediate humanitarian needs stemming from natural or man-made disasters. Interested organizations active in these areas should investigate opportunities in other sectoral programs run by A.I.D.'s NIS Task Force--e.g., the Environment and Energy Office's activity designed, in part, to support environmental advocacy groups.

Again, for the purposes of this solicitation, U.S. PVOs are expected to partner with local NGOs in the NIS for program design and implementation. A.I.D. expects the U.S. PVO to add value to the efforts of its NIS NGO partner(s) through provision of technical assistance and training in such areas as effective activity design and administration, fundraising and advocacy on behalf of affected populations. The focus on fostering voluntarism through provision of technical assistance and on leveraging U.S. private sector resources will again apply.

III. GRANT GUIDELINES

a) TECHNICAL PROPOSAL

In addressing the program objectives outlined in Section II above, activities should assist NIS private sector leaders, religious groups, and other movements to develop voluntary organizations. More specifically, proposed programs should:

- Support pilot/model activities and new initiatives to foster voluntarism, demonstrate effective interventions, and facilitate replication;
- Provide training and technical assistance to enhance the administrative and management capacities of indigenous PVOs;
- Support capital costs linked to the strengthening of local NGOs engaged in development activities; and
- Leverage, to the extent possible, private sector resources over and above the 25 percent minimum required "matching" contribution.

Total funding for this solicitation will not exceed \$10 million. Grant awards will range in size from \$200,000 to \$650,000, and funds may be requested for a maximum period of two years.

A.I.D. has established two proposal due dates to provide maximum opportunity for good proposals to be developed and to facilitate review and award of grants (see Proposal Submission Procedures below). This solicitation will not be readvertised prior to the second submission deadline. Proposals received by the first due date which are not selected for funding in the first tranche will be retained and reconsidered for funding in the second round of reviews.

World Learning will hold a conference in Washington, D.C. for all potential proposing organizations wishing to make a submission on the earlier of the due dates. The conference will be held at:

WestPark Hotel
1900 Ft. Myer Dr.
Rosslyn, VA
Telephone: (703) 527-4814
Date: January 12, 1993
8:00 a.m. - 5 p.m.

Attendance at the conference is not mandatory and will in no way affect final decisions on grant awards. The purpose of the conference will be to further explain objectives of the current solicitation and to answer questions from interested organizations. World Learning and A.I.D. seek to "de-mystify" the application process and administration of sub-grants for all PVOs and forsee a series of workshops and conferences to accomplish this.

Prospective attendees are requested to advise World Learning in advance of their intention to participate in the conference. Although organizations are expected to cover their own transportation and lodging costs, there is no charge for this conference except for those who wait until the day of the conference to register. An advance registration form is included as Attachment 6. Please contact Margot Mininni at World Learning by telephone at (202) 408-5420 or fax at (202) 898-1920 with any questions. A similar conference will be held prior to the second proposal submission date.

The views of A.I.D. offices in the NIS will be solicited in the proposal review process, and no subgrant will be awarded without the concurrence of the A.I.D. field organization with responsibility for the country(s) where planned activities will be undertaken. Therefore, proposers are encouraged to consult with the appropriate A.I.D. Mission to the maximum extent possible early on in the proposal development process.

For your information, the location of those A.I.D. missions and the names of personnel are included as Attachment 5.

b) COST PROPOSAL

Budgets should include sufficient detail and explanatory notes to facilitate review. They should conform to the instructions in Section V (below), indicating clearly which costs are to be covered with A.I.D funds, which costs are covered by private contributions, and, where applicable, what funds are covered by another federal agency. Note that the latter funds will not be counted as "matches." Funds may be requested for a maximum period of two years. Cost proposals should include funds for an external mid-term evaluation. A format for the budget is provided in Attachment 3.

Organizations which budget for indirect costs should include a copy of the most recent Indirect Cost Rate Agreement as negotiated with their cognizant federal agency. Organizations not having such a rate agreement with the federal government should describe how the indirect cost rate is derived if one is to be used. No profit or fees are payable under grants.

All proposers, whether registered with A.I.D. or not, must submit a copy of their most recent audited financial statement.

c) PROGRAM RESTRICTIONS

In addition to the limitations indicated in Section II. Program Objective, above, PVO/NIS Project grants will not finance programs which are academic or research-oriented (including

feasibility studies), sectarian or politically partisan, or which indicate that a disproportionate share of grant funds will favor U.S. activities over field activities. Proposals designed primarily to establish a PVO's presence in the NIS will not be considered. Projects based on short-term exchanges of individuals and shipments of commodities will not be considered.

IV. MATCHING REQUIREMENTS

All grant activities will be cost-shared by the proposing PVO, with A.I.D. support not to exceed 75 percent of the estimated costs of the program. Priority will be given to proposals which meet program guidelines and demonstrate ability to leverage substantial private resources over and above the 25 percent minimum. The match may be cash or in-kind contributions. Funds received by the PVO from the U.S. Government or A.I.D. intermediaries are not allowable sources for the match.

Grant applications must identify all critical sources of support for the program including private and public cash receipts and in-kind contributions of goods and services which directly support program activities. Applications must specify whether matching contributions are in hand, or when they are expected, and/or include a plan for when over the two-year life of the proposed project the minimum 25 percent private contribution is to be in place.

Criteria for acceptance and allowability for the non-federal contributions are set forth in OMB Circular A-110, Attachment E. OMB Circular A-110 is available from: The U.S. Government Printing Office, Superintendent of Documents, Washington, DC 20402; OR Publications, OMB, New Executive Office Building, Room G-236, Washington, DC 20503. (tel. 202-395-3000).

V. ELIGIBILITY CRITERIA

Grant applicants must be legally incorporated not-for-profit organizations with 501(c)(3) IRS status. Organizations not registered with A.I.D. must:

- demonstrate evidence of legal status with the IRS;
- indicate which type of tax-exempt status they hold; and
- indicate financial capacity and ability to comply with A.I.D. regulations (including the provisions of OMB Circular A-133, available at address given immediately above) and reporting requirements.

In addition, priority will be given to those applicants with the following capabilities:

- demonstrated record providing development assistance to indigenous groups through domestic or international projects;
- demonstrated ability to manage program logistics in challenging environments;
- demonstrated understanding of critical humanitarian/development needs in the NIS;
- experience working with grassroots organizations, fostering voluntary community action through programs in the field; and
- ability to field staff persons with local language capability.

VI. GRANT APPROVAL PROCESS

World Learning Inc. is responsible for soliciting and reviewing all proposals submitted for consideration under the PVO/NIS Project. During the course of review, applicants may be asked for clarifying information on either the Technical or Cost Proposal.

Based upon reviews for responsiveness to program guidelines, financial feasibility and organizational capacity as outlined in Sections I, IV, V and VI, and Attachment 3 (Evaluation Criteria) World Learning Inc. will present a slate of the most responsive and feasible proposals to A.I.D./Office of NIS for final review and decisions.

Grant agreements will be negotiated with successful applicants. Agreements will be signed directly with World Learning Inc. and will specify the level, terms and conditions of the grant.

Unsuccessful applicants will be notified in writing.

VII. PROPOSAL SUBMISSION PROCEDURES

Proposals must contain the two (2) cover sheet pages (Attachment 1) and must follow the format described in Attachment 2. The Technical Proposal should not exceed 25 pages in single-spaced format, printed only on one side. Technical and Cost Proposals may be submitted as one document, with each section clearly marked. Please do not submit proposals in three ring binders or velo binding. Any annexes should be limited to 15 pages and should be directly relevant to the requirements of this solicitation. Unnecessary annexes are discouraged.

An original and four (4) copies of the proposal should be submitted by 5:00 p.m. on

Tuesday
January 19, 1993

OR

Tuesday
March 16, 1993

Proposals should be addressed to the attention of:

W. Thomas Kelly
Director, PVO/NIS Project
World Learning Inc.
1015 15th Street, NW
Suite 750
Washington, DC 20005

Faxed or late proposals will not be accepted. Please direct questions on the program, the guidelines, or the application process to: Tom Kelly or Margot Mininni, Project and Information Officer; Phone: (202) 408-5420; Fax: (202) 898-1920.

GRANT APPLICATION SUMMARY
PVO Initiatives for the New Independent States (PVO/NIS) Project

Date of Application:

Applying Organization:

Address:

Phone:

Fax:

Contact Person:

Title:

A.I.D. Registered (Y or N):

IRS status:

NIS Location of Activities:

Republic(s):

City(ies):

Technical/Sectoral Area of
Proposed Activities:

- health
- enterprise development
- social services
- institutional development
- other

Name of Cooperating NGO/Partner:

Address:

Phone/Fax (if applicable):

Contact Person:

Title:

Total Project Budget: \$ _____

Year 1: \$ _____

Year 2: \$ _____

Amount/% of Match: \$ _____ / _____ %

Year 1: \$ _____

cash: \$ _____

in-kind: \$ _____

Amount Requested of A.I.D.: \$ _____

Year 1: \$ _____

Year 2: \$ _____

Year 2: \$ _____

cash: \$ _____

in-kind: \$ _____

CHECKLIST of Required Documents

IRS evidence? _____

Annual Report? _____

Indirect Cost Rate Agreement
or Explanation? _____

Last year's budget? _____

Current year's budget? _____

Next year's budget? _____

Original & 4 copies of
proposal? _____

Audited financial
statement? _____

Cover sheet attached to
original & all copies? _____

Pages w/in limit? _____

* Missing items may render the proposal
ineligible.



Date of Application:

Applying Organization:

Summary of Proposed Program:

Information on Cooperating NGO/Partner (Briefly summarize answers to the questions in Attachment 2 page 3.)

**GRANT APPLICATION FORMAT
PVO Initiatives for the New Independent States (PVO/NIS) Project**

COVER PAGES: Please complete the two-page Application Summary (see Attachment 1 to this solicitation).

TECHNICAL PROPOSAL:

1. EXECUTIVE SUMMARY

- a) Briefly introduce your organization and describe the program to be supported, including goal(s), purpose(s) and anticipated results.
- b) Briefly describe the technical and managerial resources of the organization. Describe how the program will be managed.

2. ORGANIZATIONAL CAPABILITY:

- a) Provide a brief history of your organization. Describe its organizational structure, general purpose and goals.
- b) Indicate your organization's annual budget and sources of funding. Discuss any previous experience managing A.I.D., other government agency, or private funding.
- c) Discuss the compatibility of the proposed project with organizational goals.
- d) Describe track record with humanitarian/development projects in the sectoral areas targeted by this project.
- e) Describe past/current programs in the NIS.

3. PROGRAM CONCEPT/MANAGEMENT PLAN

- a) Proposed project: describe the project and what needs it is expected to meet, how it will accomplish meeting these needs, and who its beneficiaries are; discuss the geographic location of project activities and how it was selected.
- b) Describe how the proposed project and its beneficiaries fit the goals and objectives of this solicitation.
- c) Discuss current or planned commitment to working with the local NGO to be involved in the activity. Discussion should include points outlined in the "Questions to be Answered about Local NGO." (Attachment 2, page 3)
- d) Describe your proposed monitoring and evaluation plan and specify key indicators. Also include an Implementation Plan which highlights the timing for carrying out major project activities.

B

- e) Discuss how the proposed program is to be/could be replicated, and issues of sustainability once this funding commitment ends.
- f) Describe how the program will be managed, at headquarters and in the field, and the qualifications of key personnel.

COST PROPOSAL (FINANCIAL PLAN):

- a) Submit a complete, detailed line item budget following the format provided in Attachment 3; include a narrative description supporting the costs budgeted. Costs must be attributed to sources of funding, clearly indicating which costs will be covered by PVO/NIS Project funds.
- b) Describe the organization's plan for obtaining the private match contribution. Indicate if these funds are in hand or planned, and the timetable for securing them if applicable. Describe how in-kind contributions are recorded and valued.
- c) Describe general procedures for reporting field and home office expenditures.
- d) Describe familiarity, if any, with A.I.D. reporting requirements.
- e) Provide an annual institutional budget for the last fiscal year, the current year and the next year, which indicates major sources of support.
- f) If not registered with A.I.D., provide explanations and attach documents that may be required, as described in Sections IV and VI.

QUESTIONS TO BE ANSWERED ABOUT LOCAL NGO

- How long has the local organization been in existence?
- What kind of affiliations (religious/ethnic/tech sector) does the local organization have?
- How is the local organization structured? (Does it have articles/by-laws, membership criteria, elected/formally appointed board members and officers, regularly scheduled meetings, dues structures, etc.)
- What are the technical/managerial qualifications of the local organization's administrative and program staff?
- What type of assistance programs does the local organization carry out? How much experience has it had? Any track record?
- What kind of monitoring systems (particularly financial) does the local organization have in place?
- What is the local organization's financial status?
- What is the local organization's potential for growth?

PVO/NIS PROJECT---COST PROPOSAL FORMAT---ATTACHMENT 3

BUDGET SUMMARY: In U.S. dollars (\$0)

FUNCTION (specify)	A.I.D.		PVO		TOTAL CONTRIBUTION		
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
	YEAR 1	YEAR 2	YEAR 1	YEAR 2	A.I.D	PVO	TOTAL
I. Personnel:							
II. Procurement:							
III. Travel & Transportation:							
IV. Communications:							
V. Other Direct Costs:							
VI. Evaluation:							
VII. A-133 Audit Costs:							
VIII. Indirect Costs:							
TOTAL							

** PVO Match = ** %

** PVO Match = PVO Contribution divided by the Total Contribution (column "f" divided by column "g");
25% cash/in-kind match is required.

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PVO/NIS PROJECT---COST PROPOSAL FORMAT---ATTACHMENT 3

LINE ITEM BUDGET: In U.S. dollars (\$0)

PAGE OF

PVO: _____	Year 1		Year 2		TOTAL - Years 1-2		
	(a) A.I.D.	(b) PVO	(c) A.I.D.	(d) PVO	(e) A.I.D.	(f) PVO	(g) TOTAL
					(a)+(c)	(b)+(d)	
I. PERSONNEL							
A. Program - NIS							
B. Program - US							
C. Administration - NIS							
D. Administration - US							
E. Benefits (A-D)							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							
II. PROCUREMENT							
A. Office Equipment & Supplies (Specify)							
1.							
2.							
3.							
4.							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							
B. Consultants (exclude evaluation costs)							
1. Local							
2. External							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							
C. Services (exclude evaluation costs)							
1.							
2.							
3.							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							
D. Other (Specify)							
1.							
2.							
3.							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							
III. TRAVEL & TRANSPORTATION							
(Personnel and Consultants only)							
A. Airfare							
B. Per Diem							
C. Local							
D.							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							

EVALUATION CRITERIA
PVO Initiatives for the New Independent States (PVO/NIS) Project

PRINCIPAL CATEGORIES/EVALUATION WEIGHT (Total possible points: 100)

Organizational Capability (35 Points)

- Track record with development projects similar to those emphasized by this project
- Compatibility of project concept with organizational goals
- Past/current programs in NIS and/or understanding of NIS needs
- Experience managing federal, state and/or private funds
- Demonstrated financial stability and ability to carry through on commitments in the event of an award

Program Concept/Management Plan (45 points)

- Compatibility of program concept with A.I.D./PVO/NIS Project objectives
- Degree and quality of role proposed for local partner which contributes to the development of a sustainable private social services sector
- Quality of proposed monitoring and evaluation plan
- Innovativeness of program concept or approach
- Replicability of proposed program
- Sustainability of proposed program
- Qualifications of proposed staff (technical, language, field experience in/out of NIS)
- Inclusion of women in the program both in leadership roles and as beneficiaries

Financial Plan (20 points)

- Completeness of budget
- Reasonableness of costs
- Degree to which financial plan leverages/maximizes private resources
- Degree to which the budget favors field costs over home office costs
- Demonstrated ability to comply with A.I.D. regulations

ATTACHMENT 5

USAID/MOSCOW

Novinskiy Bulvar
Moscow, Russia
7-095 205-2846/2875
7-095-140-3207

Mailing Address

c/o American Embassy Moscow
PSC 77
APO AE 09721

Contact:

Elisabeth Kvitashvili, Special Projects
Officer
252-5142

USAID/KIEV

USAID
Hotel Lybid 13 Flr
Pobedy Sq.
2052053 Kiev, Ukraine

Mailing Address

US/AID/Kiev
Dept. of State
Washington, D.C. 20521

Contact:

Amy Osborn, Program Officer, 221-7646
Ed Smith, Project Officer, 221-7648

USAID/ALMA-ATA

USAID/Alm-Ata
c/o Am. Embassy
99A Furmanova St.
Alma Ata, Kazakhstan
48009

Mailing Address

USAID/Alma Ata
Dept. of State
Washington, D.C. 20521

Contact:

Paula Feeney, General Development Officer
7-3272-639-267
Ed Birgells, Program Officer
7-3272-639-267
Fax: 7-3272-632-518

USAID/YEREVAN

USAID/Yerevan
#18 Bagramian St.
Yerevan, Armenia

Contact:

Richard Fraenkel, Project Officer
7-885-524-661

Suzanne Olds - 7-885-524-661
Fax 7- 885-215-1131 (AT&T Phone & Fax)

You are cordially invited to the USAID - PVO/NIS project conference on Proposal Planning and Project Financial Management on January 12, 1993, at the *West Park Hotel in Rosslyn, Virginia*. As mentioned in the attached IFA this conference is being held as a service to the PVO community and at no cost to the organizations.

Workshops designed for the PVO community new to A.I.D. or to the NIS are featured and will follow a general review of the project's goals and of the IFA by A.I.D. officials. Following lunch, will be a briefing on OMB-A-133 and a question and answer session.

This invitation is extended to the entire PVO community and is offered to help de-mystify the proposal application and grant administration process. Attendance is voluntary and at the convenience or discretion of the PVO. Workshops will be on-going and PVOs will receive notification of scheduling of future conferences.

Please confirm by completing the enclosed form and sending or faxing it to Margot Mininni at the PVO/NIS Office (202-898-1920) or (202-408-5397). All registrations are due by January 5, 1993).

Upon confirmation, conference materials and a program schedule will be sent to you.

Conference Confirmation

NAME _____ TITLE _____

ORGANIZATION _____

Address _____

Telephone _____

FAX _____

NUMBER ATTENDING _____ NAME(S) _____



WORLD LEARNING INC.

Founded in 1932 as
The U.S. Experiment in
International Living

REVIEW COMMITTEE

REVISED AGENDA

**January 25, 1993
(Monday)
1:00 p.m.**

**Orientation, meeting of team members
Explanation of process and objectives by Tom Kelly.**

**January 26, 1993
(Tuesday)
9:00 a.m. - 5:00 p.m.**

**Reading, evaluation of proposals
(Lunch provided at World Learning)**

**January 27, 1993
(Wednesday)
9:00 a.m. - 12:00**

**Reading, Evaluation of Proposals
Discussion with Team Members
Lunch at World Learning**

1:00 p.m. - 5:00 p.m.

Team presentations /ratings and recommendations

**January 28, 1993
(Thursday)
9:00 a.m.**

**This day will be for final recommendations if not complete
on Wednesday and for loose ends, only if needed.
Otherwise it will not be scheduled.**

PVO/NIS REVIEW COMMITTEE
ROUND II
BIOGRAPHICAL DATA
BACKGROUND SUMMARY OF REVIEW COMMITTEE MEMBERS

SALLY ONESTI BLAIR

Ms. Blair is a visiting professor of Government and Politics at George Mason University. Prior to that, she served as a visiting scholar in the Institute for European, Russian and Eurasian studies. Ms. Blair received her Ph.D. in political science from Columbia University. She has published "Soviet Interpretations of Soviet Foreign Policy: The Brezhnev-Nixon Years"(in Russian), and "American Political Science and Sovietology: Problems and Prospects for the Study of Soviet Foreign Policy and U.S.-Soviet Relations"(in Russian).

JEFFREY CLARK

Mr. Clark is an independent consultant active in the field of international affairs. As a consultant with USAID, he recently traveled to Russia and Georgia to undertake an assessment of humanitarian needs. His other activities and clients include: research/writing of "Opportunities and Perils in Post-Mengistu Ethiopia and Eritrea" for the U.S. Committee for Refugees; field research in Ethiopia for the National Endowment for Democracy; and research and evaluations for InterAction. Mr. Clark has also served as the project director for the Carter Presidential Center, and as a senior staff member for the House Select Committee on Hunger, U.S. House of Representatives.

KAREN COLLIAS

Ms. Collias has been an independent consultant and writer since 1991. She has served on government consulting projects addressing political, social and ethnic instability in the former Soviet Union. Prior to this, she has worked with OEF, Evidence Based Research, the U.S. Department of State, and USA Today.

Ms. Collias received her Ph.D. from Columbia University, New York. She speaks Russian, French and Czech. Selected publications include "Making Soviet Citizens: Patriotic and International Education in the Formation of a Soviet State Identity," in Soviet Nationality Policies: Ruling Ethnic Groups in the USSR; and "Handmaidens of Democracy: Women and Development in Post-Communist Central and Eastern Europe," (forthcoming).

JAMES CRITCHLOW

Mr. Critchlow has been a Fellow of the Harvard University Russian Research Center since 1987. From 1986-87, he was Visiting Professor in the Department of Political Science of the

University of Illinois (Urbana-Champaign). He has written and lectured widely on the affairs of the former Soviet Union. His published work includes Nationalism in Uzbekistan: A Soviet Republic's Road to Sovereignty (Westview Press, 1991) and a study of the current situation of the Soviet nationalities deported by Stalin issued in 1991 by Helsinki Watch, as well as numerous articles. Within the past two years, he has made three extended trips to the USSR/CIS, including stays in Russia, Ukraine, Central Asia and the Caucasus. He speaks fluent Russian and has reading facility in Ukrainian, Belarussian and the various Turkic languages of the NIS. Prior to retirement from the Senior Executive Service of the U.S. Government in 1985, Mr. Critchlow served as head of Soviet and East European Research at the U.S. Information Agency and Planning and Research Officer at the U.S. Board for International Broadcasting.

WILLIAM FIERMAN

Currently an associate professor in the Department of Uralic and Altic Studies at Indiana University, Mr. Fierman is a specialist in Central Asia and has worked at the USIA Office of Research as academic-in-residence, and one year as a consultant for the Board for International Broadcasting. He also taught courses on Soviet politics and Soviet foreign policy at the University of Tennessee. He received his Ph.D. at Harvard University, and is fluent in Russian and Uzbek, in addition to some Portuguese, Czech, and Chinese. His published work includes Language Planning and National Development: The Uzbek Experience, and as editor of Soviet Central Asia: The Failed Transformation.

GREGORY GUROFF

On hiatus from the U.S. Information Agency (USIA), Mr. Guroff currently is serving as the director of research for U.S.-Russian/Eurasian Programs at the International Center in Washington, D.C. Previously, he served as the coordinator of the President's U.S.-Soviet Exchange Initiative (U.S.-Soviet Private Sector Exchanges) with USIA, while concurrently serving as chairman for the Director's Task Force for Soviet Affairs, USIA. Mr. Guroff is also an independent consultant. His activities and clients include: as chief academic consultant with WGBH Television and Hedrick Smith, on "After Gorbachev's USSR", "Inside Gorbachev's USSR", and with Thames TV on "Stalinism"; academic consultant with Armand Hammer Productions, on "Mother Russia"; and as chief academic consultant with WGBH and ITV London on "Comrades." Mr. Guroff received his Bachelor's, Master's, and Ph.D. from Princeton University in Russian History. His significant publications include Entrepreneurship in Imperial and Soviet Russia, and Soviet Elites: World View and Perceptions of the U.S.

JON KEETON

From 1989 to 1992, Mr. Keeton served as the director of International Research and Development with the United States Peace Corps. He directed the program design for Peace Corps' new efforts in Central and Eastern Europe and the former Soviet Union. Mr. Keeton

negotiate country agreements with the foreign ministries of Hungary, Poland, Czechoslovakia, Romania, the Baltic States, Russia, Ukraine, and Armenia. Previously, Mr. Keeton served as regional director for North Africa, the Near East, and the Pacific. He directed Peace Corps activities in 21 countries with 1300 volunteers and 160 staff, and a \$25 million budget. Mr. Keeton received his MA from Columbia Teachers College, and currently consults on international relief efforts.

ADELE LINDENMEYR

Ms. Lindenmeyr is currently an associate professor in the Department of History at Villanova University. She has been an assistant and visiting professor at the University of Pennsylvania, Carnegie Mellon University, as well as an instructor at Rutgers University. Her areas of expertise include Russian and Soviet History, European History, and Russian Literature. Her published articles include "The Ethos of Charity in Imperial Russia," Journal of Social History, and "Voluntary Associations in the Russian Autocracy: The Case of Private Charity," The Carl Beck Papers in Russian and East European Studies. Ms. Lindenmeyr received her Ph.D. from Princeton University in 1980. Her dissertation was "Public Poor Relief and Private Charity in Late Imperial Russia."

NANCY LUBIN

Ms. Lubin has served as an associate professor in the Department of History and Engineering and Public Policy at Carnegie Mellon University since 1989. Areas of specialty include: Central Asia; ethnic conflict; environmental challenges; economic reform/"organized crime"; East/West trade and security issues; and political, economic and social change in the former USSR and implications on U.S. policy. Ms. Lubin is also an independent consultant, with clients and activities which include: serving as president of the International Peace Academy; special assistant to the Secretary General of NATO; Pennsylvania Crime Commission; and several law firms and companies pursuing joint ventures in the former USSR. Ms. Lubin has previously served as: project director with United States Congress, Office of Technology Assessment; an adjunct professor at Georgetown University; and as a consultant with the U.S. Department of State. Ms. Lubin received her Ph.D. from Oxford University. She has studied at Tashkent State University, and at Leningrad State University.

MOIRA RATCHFORD

Ms. Ratchford until recently has served as a Soviet Analyst: Cultural Programs with the American Committee on U.S.-Soviet Relations. She has also worked as an independent consultant with clients and activities which include: production coordination and translation for the Discovery Channel; transcriptions of interviews for the Washington Media Association; and production coordination in Turkmenistan with Maslow Productions. Ms. Ratchford's published articles include "Circus of 1936: Ideology and Entertainment Under the Big Top," The Spirit of Soviet Film Satire; and "Post-Glasnost Shock in the Russian Film Industry," New Outlook.

Ms. Ratchford received her Master's degree from Georgetown University. She is fluent in Russian, and consults with cooperatives of the former Soviet Union.

CHRISTOPHER SIDDALL

Mr. Siddall is currently serving as program officer for Eastern Europe and the former Soviet Union at the International Foundation for Electoral Systems. He previously has served as an intern with the U.S. Information Agency's Office of the President's U.S.-Soviet Exchange Initiative. Mr. Siddall is also an independent consultant, who has performed work for such clients as the W.K. Kellogg Foundation, and the International Republican Institute. Mr. Siddall is fluent in Russian, receiving his B.A. from the University of Pennsylvania. He has also studied at the Pushkin Institute of Language, Moscow.

JESSICA TOWNSEND TEAGUE

Ms. Teague is presently an independent consultant, language teacher, and coordinator for several organizations. She is on the advisory board to the International Republican Institute. She is also chairperson of the Russian Relief Committee, Christ Church, Alexandria, VA. Ms. Teague also serves on the board of advisors for Georgetown University's Fund for American Studies Institute on Comparative Economic and Political Systems. She has also consulted on curricula development for the Au Pair division of World Learning Inc. Ms. Teague received a Bachelor's degree from the University of Kansas. She also has studied at the Universite de Bordeaux, France.

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS:

Submit in triplicate to contracting officer. See reverse for Contractor Certification.

1. Name (Last, First, Middle) <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Miss <input type="checkbox"/> Ms.		2. Contractor's Name	
3. Address (include ZIP Code)		4. Contract No.	5. Position Under Contract
9. Telephone Number (include area code)		6. Proposed Salary	7. Country of Assignment
10. Marital Status <input type="checkbox"/> Married <input type="checkbox"/> Single <input type="checkbox"/> Other (specify) _____		8. Duration of Assignment	
11. Names and Ages of Dependents to Accompany Individual (if applicable)	12. Date of Birth	13. Place of Birth	
14. Citizenship (if non-U.S. citizen, give visa status)			

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Semester Hours	Quarter Hours		

16. EMPLOYMENT HISTORY

1. Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignment.

2. Salary definition - basic periodic payment for services rendered.

Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Date of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Date of Employment (Mo., Yr.)		DAILY RATE
		From	To	

18. LANGUAGE PROFICIENCY

LANGUAGE	Speaking			Reading			Writing			Understanding		
	Fair	Good	Excl.	Fair	Good	Excl.	Fair	Good	Excl.	Fair	Good	Excl.

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form, if necessary)

20. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee

Date

BEST AVAILABLE COPY

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ("X" appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date
-----------	-------	------

PRIVACY ACT STATEMENT

The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, constitutes authority for its collection.

Employers and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) pursuant to any other applicable routine use listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of Systems of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 18. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

BEST AVAILABLE COPY

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JANUARY 25, 1993

WORLD LEARNING INC REVIEW COMMITTEE
ROUND 2 - JANUARY PROPOSAL SUBMISSIONS

TEAM A

Sally Onesti Blair and Jeffrey Clark

- * Salvation Army
- * RACED
- * Pittsburgh Leadership Foundation - Theodosian Project
- * San Francisco State University

TEAM B

Bill Fierman and Jessica Townsend Teague

- * Project Orbis
- * REAP
- * International Center for Better Health
- * Counterpart

TEAM C

Greg Guroff and Karen Collias

- * Goodwill
- * National Peace Foundation
- * Project Concern International
- * Plesion International, Inc.

TEAM D

Moira Ratchford and John Keaton

- * Opportunity International
- * Helping Hand Inc.
- * CEDPA
- * Feed My People

TEAM E

Jim Critchlow and Adele Lindenmeyr

- * Aga Khan Foundation
- * Association for Voluntary Surgical Contraception
- * IRC
- * Pioneers/Russian-American Christian Professionals Institute

TEAM F

Nancy Lubin and Chris Siddall

- * Prosthetic Development Group International
- * Foundation for Social Innovation
- * Citihope

World Learning In-House Review

Margot Mininni

- * *SFU (A)*
- * *ICBH (B)*
- * *GoodWill (C)*
- * *Aga Khan (E)*
- * *IRC (E)*

Peter Mahoney

- * *ORBIS (B)*
- * *Counterpart (B)*
- * *REAP (B)*
- * *Citihope (F)*
- * *FSI (F)*
- * *Prosthetic Development Group (F)*

Elizabeth Gardiner

- * *Assoc. Vol. Surgery (E)*
- * *Pioneerss (E)*
- * *Opportunity International (D)*
- * *Feed My People (D)*
- * *CEDPA (D)*
- * *Helping Hand (D)*

Patty Donnelly

- * *RACED* (A)
- * Salvation Army (A)
- * Pittsburgh Theodsian (A)

Bill Jessup

- * *Plesion* (C)
- * National Peace Foundation (C)
- * Project Concern (C)

John Owens

All Proposals - Financial Review



WORLD LEARNING INC.

The following organizations were awarded grants under the December 14, 1993 IFA:

<u>ORGANIZATION</u> <u>FUNDED IN APRIL</u>	<u>COUNTRY</u>	<u>AMT. AWARDED</u>
Opportunity International	Russia	\$550,000
San Francisco State University Foundation/Wheeled Mobility Center	Russia	\$525,000
Goodwill Industries of America, Inc.	Russia	\$250,000
Aga Khan Foundation U.S.A	Tajikistan	\$600,000
 <u>FUNDED IN JULY</u>		
Access Exchange International	Russia	\$265,000
Counterpart	Russia	\$625,000
Planned Parenthood of Northern New England	Russia	\$215,000
Aid to Artisans	Russia	\$555,000
The Center for Attitudinal Healing	Russia	\$200,000
CEDPA (The Centre for Development and Population Activities)	Russia	\$215,000

Agudath Israel of America	Russia	\$575,000
Salvation Army	Russia	\$500,000
ACTS International	Georgia	\$175,000
Christian Children's Fund	Belarus	\$575,000
Elwyn, Inc.	Ukraine	\$570,000
United Ukraine American Relief Committee, Inc.	Ukraine	\$275,000

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World Learning
PVO/NIS Project
Round II Solicitation Process
January, 1993

BACKGROUND

For the second round of proposal solicitations, World Learning mailed Invitations for Applications (IFAs) to 701 organizations selected from the growing World Learning mailing list compiled since April, 1992. This mailing list was compiled from the following lists:

- The Citizen's Democracy Corps' January '92 conference list;
- The A.I.D. Advisory Committee's February '92 meeting list;
- InterAction's CIS Task Force list;
- Groups which inquired either to A.I.D. or World Learning after hearing about the grant program.
- Groups which inquired either to A.I.D or World Learning after the PVO Conference

This list has doubled since the first round of solicitations carried out six months prior, and continues to grow. As of January 31, the list includes over 800 names.

The December IFA carried two due dates: January 19, 1993 and March 16, 1993 and offered a bidders conference prior to each due date as part of the process. The first date was given to satisfy those organizations that had been anticipating the issuing of a request for proposals for some months and were waiting to bid. This first date also sought to maintain the momentum attained with a fast start in the funding of eleven subgrants in Round I. The second, later due date was added to allow those PVOs new to the A.I.D. competitive process to meet all of the criteria in the IFA.

Under the January due date, 23 proposals were received and all were reviewed. The 23 proposals represent funding requests for over \$12,174,752 in A.I.D. support. The project will make awards from a pool of \$8 million budgeted for both the January and March due dates.

ROUND II REVIEW PROCESS

The 23 proposals received on January 19 were first screened for responsiveness and all were judged to be responsive.

World Learning assembled six teams of two outside reviewers each with PVO/NIS Moscow and Washington staff also reading and reviewing for back-up. The outside reviewers were culled from the professional development area and from the academic and government communities. In addition to Russian area experts, great care was taken to assure that Central Asian and Georgian specialists participated in the review. The two-member teams were comprised of one area expert and one development professional. Five teams read four proposals each and one

team read three. Proposals were screened so that reviewers who had participated in Round I did not read proposals from organizations they had previously reviewed, and to match country expertise (e.g. proposals directed to Central Asia were read by those with experience in Central Asia). Proposals were also screened for Conflict of Interest and pledges to waive reviewing rights to those proposals where questions existed, were signed.

The review process took place from Monday, January 25 - Wednesday, January 27, 1993. The process began with orientation on Monday. Grids of all the proposals were passed out, a review of the IFA was given, and reviewers' questions were answered. The scoring sheet to be used with each proposal was reviewed.

Once each Team had finished reviewing its assigned proposals, individual teams met to discuss findings and to rank their Team's proposals in priority order. Most of these discussions took place on Tuesday afternoon, and on Wednesday January 27, the entire committee convened and each Team made its presentation. Proposals fell into three categories:

- those on which the teams were in complete agreement and which they recommended be considered for funding;
- those on which team members disagreed and which would need a third opinion or conditional ranking;
- those which the teams agreed did not merit further funding.

In the course of nominating proposals for funding, a lively discussion took place as to the merits of the proposal, those that best fit the criteria, on those that had the best value for cost, experience in the NIS, reliability of NIS partner, (if known) etc. World Learning NIS specialists, who had reviewed proposals, were there to weigh in on those where the review team could not come to agreement.

On the afternoon of January 27, the proposals were rated and ranked with eight proposals scoring in the recommended category, and others falling into the conditionally recommended or not recommended categories.

These 8 were then each re-reviewed for Financial Plan completeness supplementing the financial review done by the team members. The PVO/NIS Project's Finance Specialist did the more detailed financial review.

Summary sheets of the reviewers comments were prepared for the twenty-three proposals to facilitate the final review process within A.I.D.



WORLD LEARNING INC.

Founded in 1932 as
The U.S. Experiment in
International Living

TO: All March Round II Proposal Reviewers
FROM: Margot Mininni, Program Information Officer PVO/NIS Initiatives
DATE: March 12, 1993

Thank you for agreeing to participate in our proposal review process. We are enclosing some materials for your information.

The agenda is enclosed to give you a timeline for the process. On Monday, March 22 an information packet with extra score sheets, list of proposals, your team assignment, and other logistical information will be given out at the afternoon orientation. In addition to these lists, the packet will also include current project information, a sample of reviewers comments written in final form for A.I.D.(so you'll know what we are working toward), summaries of all proposals received (not just the ones you will be reviewing), and a list of reviewers and a summary of their background. Remember to bring along your copy of the IFA sent with your invitation letter.

If you are coming from the metro Washington area, you should arrive in our offices (1015 15th St., Suite 750, at 1:00 p.m. for the orientation. We are close to the McPherson Sq. Metro station (Vermont Ave./White House exit), and right next to a parking garage. An honoraria will be paid and expenses covered.

If you are coming in from out of town, you must make travel and accommodation arrangements on your own. An honoraria and per diem will be paid. (see enclosed sheet).

Pre-review process - Prior to the formal review session, copies of your team assignment and of the proposals you are to review will be sent to you along with score sheets. We are expecting 60 proposals and we are working hard to ensure that no team has to review more than six proposals each. We will mail or "courier" these out by Thursday, March 18 to give you the weekend to at least begin your scoring. Time on Monday and Tuesday will also be available to finish your reading and scoring. (Proposals are due in to World Learning by Tuesday, March 16 at 5 p.m.) We will assign proposals to you on the basis of country and/or sector expertise. Please let us know in advance if you anticipate or are aware of a proposal being submitted to us that could constitute a conflict of interest for you so we can make sure you do not get that proposal. For those with personal computers at home, disks with the evaluation form can be mailed with the proposals, in addition to pre-printed copies of the sheets. Let us know the type of disk you need, IBM or Macintosh. (IBM is preferable, but a few Mac disks are possible). Please let Bill Jessup of our office know if you need a disk.

The review sessions will take place in the conference room on the 7th floor of World Learning. For those who must complete proposal reading and scoring, time and space will be available in

the conference rooms and a few offices on the 7th and 9th floors. Team discussions can take place at World Learning, or in the evenings. Keep a record of your time spent on the reading, scoring and discussion of the proposals, both before, during and around, the formal review process.

Conflict of Interest - All of you, whether or not you have reviewed for us before, are receiving a "conflict of interest" sheet. If you have already filled one out, and nothing has changed for this round, you do not have to fill in another one. If, however, you are aware that in this round there is a proposal that you have been consulted about, or will be employed in some way by, then, please advise us in advance of March 16 so we can make sure you do not review that (those) proposal(s).

Team Presentations can be made by one or both members of the teams. For proposals not highly ranked, presentations/summaries should be brief. Give overall impression (e.g. good, bad, scattered, focused, etc.) Discuss appropriateness and fit to the sectors and geographic regions outlined in the IFA. Speak to previous experience in the region or in the type of work, and a few words on the NIS partner and viability of proposal as structured. Comment on budget and finance if comfortable. Ideally you should limit your remarks to one sentence on each of the above areas after your summary. Only if a team member has disagreed strongly should the other member comment. Obviously for proposals you like, a few more words can be said, but save your strongest defense for the actual ranking sessions.

Teams will be comprised of one specialist in development, private voluntary organizations, or A.I.D. work, and a country or regional specialist, so that the proposals receive a thorough and accurate review. A list of team members and short biographies will be enclosed in your packet. To that end, for those who have not reviewed for us before, we ask that you enclose a paragraph covering your educational and professional experience. Please include social security number for payment purposes.

Ranking- Wednesday and Thursday will be the most intensive of the sessions. If we indeed have sixty proposals, there will be a lot of discussion and many presentations, so be prepared to be brief but cogent in your presentations, flexible and good humored, and we will get through the difficult ranking process. We want to come to a consensus, at least on those proposals to be recommended to A.I.D. for funding. It might help to prepare rewritten summaries of the proposals you have reviewed, if you find the ones supplied with the proposals lacking.

Coffee and tea will be available and lunch will be provided on Tuesday, Wednesday and Thursday. World Learning Staff will be on hand throughout the process to answer questions, provide administrative support, and to provide back-up reviews and a third voice to those teams in complete disagreement over a proposal. *Look for the proposals, final agenda, team assignments and evaluation/score sheets* or disks in the March 18 mailing.

In this mailing you will find: "Conflict of Interest" statements and preliminary agenda. Please send or fax your c.v. paragraph. The 1420 biodata sheet, signed conflict of interest forms and social security number will be collected on Monday, March 22. (But please fax in the conflict of interest form ahead of time, if there actually is a conflict of interest.)

REVIEW COMMITTEE



WORLD LEARNING INC.

Founded in 1932 as
The U.S. Experiment in
International Living

AGENDA

MARCH 22, 1993

(Monday)

1:00 p.m.

Orientation, meeting of team members,
Explanation of process and objectives by Tom Kelly,
project director, PVO/NIS Initiative. Review of
information/evaluation packet materials.

MARCH 23, 1993

(Tuesday)

9:00 a.m. - 5:00 p.m.

Reading, evaluation of proposals
Lunch provided at World Learning.

MARCH 24, 1993

(Wednesday)

9:00 a.m. - 12:00 p.m.

Reading, evaluation of Proposals
Discussion with Team Members
Lunch at World Learning
Team presentations begin.

1:00 p.m. - 5:00 p.m.

MARCH 25, 1993

(Thursday)

9:30 a.m.

11:15 a.m.

Continuation of team presentations

Break

11:30: a.m.

12:30 p.m.

Discussion and ranking of proposals begins.

Lunch at World Learning.

1:30 - 5 p.m.

Ranking of proposals continues.

Final recommendations made.

March 26, 1993

(morning)

This day will be for completing recommendations if not
finished by Thursday. It will not be scheduled otherwise.



WORLD LEARNING INC.

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International Living

CONFLICT OF INTEREST STATEMENT

I, (print name) _____, hereby affirm and certify that if, in the course of my engagement as reviewer of the U.S. PVO proposals for activities in the NIS, any proposal is submitted for my review which involves any peripheral personal or professional interest which would bias my review of said proposal, I will refrain from participating in the review of said proposal and will inform the Project Director of this potential or actual conflict of interest

(Signature)

Date: _____

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PVO/NIS PROJECT

MEMORANDUM



WORLD LEARNING INC.

Founded in 1932 as
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International Living

To: All Review Committee Members
Subject: Invoices/Payment
From: Bill Jessup, Program Assistant
Date: March 10, 1993

The following information should expedite issuing of honoraria and reimbursement of expenses.

FORMS FROM YOU

Please fill out, on your own letterhead, an invoice for your honoraria. (Include your social security number!)

On a separate sheet of letterhead, please fill out an invoice for expenses. To be properly reimbursed for taxis, meals, subways, planes/trains, etc, please submit all receipts. If you do not have a receipt, please submit a memorandum on how you incurred the expense, and why you have no receipt.

**** NOTE: Per Diem Expenses.** (Per diem expenses only apply to those persons coming to Washington from outside the Washington/Metro area.) Per diem expenses are limited to \$144.00 per day. This is broken down into \$110.00 per day for lodging, and \$34.00 per day for meals and incidental expenses. Please include this information on the second invoice for expenses. Please submit all receipts (or a memorandum explaining why you don't have a receipt) in order to be reimbursed.

If you have any doubts as to whether you need to include a piece of information in order to be paid – include it in your packet of information. This will prevent any delays in processing.

Thank you for your attention to these issues.

Sincerely,

Bill Jessup
Program Assistant

March 10, 1993

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Dear 2 -,

In May of 1992, the Projects in International Development and Training division of World Learning Inc. (formerly The U.S. Experiment in International Living) was selected to administer a new funding initiative sponsored by the U.S. Agency for International Development (A.I.D.) in support of U.S. private voluntary organizations (USPVOs) working in, or expecting to work in, the New Independent States (NIS) of the former Soviet Union. The Private Voluntary Organization Initiatives for the New Independent States (PVO/NIS), as the project is called, will encourage the growth of voluntarism in the NIS, while simultaneously delivering assistance to beneficiaries in areas and regions where needs are greatest. The first major competitive proposal solicitation under this initiative was also sent out in May and six of the subsequent eight subgrants awarded under this first round were selected by A.I.D. in June, 1992. Enclosed is a newsletter describing the grants awarded in that round.

In light of your background and experience, Bonnie Ricci and I would like to ask for your assistance in reviewing proposals for our second major solicitation for proposals under this initiative. The solicitation requesting proposals was sent out December 15. In coordination with USAID, we have established two tentative return dates for the proposals, the first of which was January 19, 1993, and the second one, which is March 16. We are hoping to convene our proposal Review Committee on March 22, 23, 24, 25, 1993, in the main conference room of the World Learning Inc. office, 1015 15th St., NW, suite 750, Washington, D.C. 20005. We are also asking that people keep the morning of March 26 open in case the number of proposals dictates that extra morning, though we will do everything possible to finish by March 25. We will have more information for you as soon as we know you can participate. The process will be similar to that which is outlined in the enclosed document called "Round II Review Process." (Which is a record of the January review process).

We will team you with another reviewer and send you proposals and score sheets in advance of the review sessions. Please RSVP your availability to participate on the Review Committee as soon as you can upon receipt of this letter. An honorarium of up to \$250 per day will be paid and all travel and lodging expenses covered. Please call me or Bonnie if you need more information.

Sincerely,

Margot Mininni
Information and Programs

**PVO/NIS Project
World Learning Inc.**

Enclosures: Newsletter, Invitation for Application, Round II Review document.

PVO/NIS PROJECT

**Review Committee Member
Biographical Sketches**

**Round II, Phase B
March 22 - 25, 1993**

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MARJORIE MANDELSTAM BALZER

Marjorie Balzer (PhD 1979) teaches in the Sociology and Russian Area Studies department at Georgetown University. She is the editor of the journal Anthropology and Archeology of Eurasia, and of the books Shamanism: Soviet Studies of Traditional Religion in Siberia and Central Asia, and Russian Traditional Culture. She has taught at Grinnell College, University of Illinois and the University of Pennsylvania, and has held post-doctoral research appointments at Harvard, Columbia, and the Kennan Institute. Several years of field work in the [now] former Soviet Union and Russia (especially Siberia) have produced numerous articles in scholastic journals. She has two forthcoming books in the works.

SALLY ONESTI BLAIR

Ms. Blair is a visiting professor of Government and Politics at George Mason University. Prior to that, she served as a visiting scholar in the Institute for European, Russian and Eurasian studies. Ms. Blair received her Ph.D. in political science from Columbia University. She has published "Soviet Interpretations of Soviet Foreign Policy: The Brezhnev-Nixon Years"(in Russian), and "American Political Science and Sovietology: Problems and Prospects for the Study of Soviet Foreign Policy and U.S.-Soviet Relations"(in Russian).

JAMES CASHEL

Jim Cashel is Program Consultant to the Eurasia Foundation, a new technical assistance fund being established by the U.S. Government to assist reform efforts in the former Soviet Union. Previously, he directed the Kennedy School of Government office of the Project on Economic Reform in Ukraine, a consulting service to Ukrainian economic policy makers. Jim Cashel's activities in the former Soviet Union include study, consulting work, lectures, publication, extensive travel, and three weeks singing and folk dancing as a Pioneer Camp counselor in camp "Little Star."

JEFFREY CLARK

Mr. Clark is an independent consultant active in the field of international affairs. As a consultant with A.I.D., he recently traveled to Russia and Georgia to undertake an assessment of humanitarian needs. His other activities and clients include: research/writing of "Opportunities and Perils in Post-Mengistu Ethiopia and Eritrea" for the U.S. Committee for Refugees; field research in Ethiopia for the National Endowment for Democracy; and research and evaluations for InterAction. Mr. Clark has also served as the project director for the Carter Presidential Center, and as a senior staff member for the House Select Committee on Hunger, U.S. House of Representatives.

OSA COFFEY

Osa Coffey has served as Superintendent for the Virginia Department of Correctional Education; as a Senior Research Associate for the Institute for Economic Policy Studies; as Executive Director for the Correctional Education Association; as Project Director for the Corrections Program for the U.S. Department of Education; and as Project Director for the American Correctional Association. Her skills include the development, implementation, monitoring and evaluation of programs designed to support educational institutions and the populations of correctional/educational institutions. After receiving her PH.D, Dr. Coffey became an Assistant professor at Trinity College, Washington, D.C. and an Instructor at the University of Maryland.

KAREN COLLIAS

Ms. Collias has been an independent consultant and writer since 1991. She has served on government consulting projects addressing political, social and ethnic instability in the former Soviet Union. Prior to this, she has worked with OEF, Evidence Based Research, the U.S. Department of State, and USA Today. Ms. Collias received her Ph.D. from Columbia University, New York. She speaks Russian, French and Czech. Selected publications include "Making Soviet Citizens: Patriotic and International Education in the Formation of a Soviet State Identity," in Soviet Nationality Policies: Ruling Ethnic Groups in the USSR; and "Handmaidens of Democracy: Women and Development in Post-Communist Central and Eastern Europe," (forthcoming).

JAMES CRITCHLOW

Mr. Critchlow has been a Fellow of the Harvard University Russian Research Center since 1987. From 1986-87, he was Visiting Professor in the Department of Political Science of the University of Illinois (Urbana-Champaign). He has written and lectured widely on the affairs of the former Soviet Union. His published work includes Nationalism in Uzbekistan: A Soviet Republic's Road to Sovereignty (Westview Press, 1991) and a study of the current situation of the Soviet nationalities deported by Stalin issued in 1991 by Helsinki Watch, as well as numerous articles. Within the past two years, he has made three extended trips to the USSR/CIS, including stays in Russia, Ukraine, Central Asia and the Caucasus. He speaks fluent Russian and has reading facility in Ukrainian, Belarussian and the various Turkic languages of the NIS. Prior to retirement from the Senior Executive Service of the U.S. Government in 1985, Mr. Critchlow served as head of Soviet and East European Research at the U.S. Information Agency and Planning and Research Officer at the U.S. Board for International Broadcasting.

ANDREA EWART-SIMON

Ms Ewart-Simon is a specialist in program design and project management in international development projects and co-developed the "Women and Development" study program in Jamaica. She has overseen the marketing and recruitment process of several programs in Africa, Eastern Europe and Russia and served as the coordinator for minority student recruitment and admissions counselor for the School for International Training in Brattleboro, Vermont. Ms Ewart-Simon has also been part of the adjunct faculty of the SIT in Vermont at Vermont Community College and Miami-Dade College in Florida. She has taught history and served as a research assistant at the Institute for Soviet and E. European Studies at the University of Miami. Ms Ewart-Simon holds an M.A in International Studies from the University of Miami and an M.A and B.A in World History from the People's Friendship University in Moscow, Russia.

LISA JAMESON

Lisa Jameson presently serves as the Vice President for International Commodity Traders, Inc., of Washington, D.C. She specializes in trading, marketing, management and consultative business services with firms both in North America and the former Soviet Union. She is concurrently a private consultant, writer and advisor on business, political, legal and other questions regarding the New Independent States. She has previously served as the Director of European and Canadian affairs, Minority Staff, Senate Foreign Relations Committee; as the Director for Soviet and East European Affairs for the International Freedom Foundation; as the Director, European and Soviet Affairs for the National Security Council, and as Deputy Chief, USSR Division for Voice of America, USIA. Lisa holds a B.A. in Slavic Languages and Literature, an M.A. in History, and has completed all course work for her Ph.D. She also did research at Harvard University.

THOMAS KEEHN

Thomas B. Keehn is Senior Advisor to World Learning Inc. He is also a consultant to the American Forum for Global Education in New York, a non governmental organization which conducts programs to bring a global perspective into the U.S. formal education system. From 1981 to 1991 he was a program officer for education with InterAction and one of its predecessor organizations, Private Agencies in International Development. For thirteen years, Mr. Keehn was President of World Education, a nongovernmental organization involved in non-formal education programs in Asia, Africa, Latin America and the U.S. Mr. Keehn is a graduate of Grinnell College in Iowa, holds a Master's Degree in Economics from Columbia University and a Masters of Theology degree from Union Theological Seminary in New York.

JON KEETON

From 1989 to 1992, Mr. Keeton served as the director of International Research and Development with the United States Peace Corps. He directed the program design for Peace Corps' new efforts in Central and Eastern Europe and the former Soviet Union. Mr. Keeton negotiated country agreements with the foreign ministries of Hungary, Poland, Czechoslovakia, Romania, the Baltic States, Russia, Ukraine, and Armenia. Previously, Mr. Keeton served as regional director for North Africa, the Near East, and the Pacific. He directed Peace Corps activities in 21 countries with 1300 volunteers and 160 staff, and a \$25 million budget. Mr. Keeton received his MA from Columbia Teachers College, and currently consults on international relief efforts.

JAMES D. LEHMAN

Jim Lehman as the country director of Peace Corps in Estonia, Latvia and Lithuania, established the three country program during a ten month period in 1992. His previous overseas experience includes eighteen years as an in-country executive administrator and manager of economic and social development projects in Lao P.D.R., Malaysia, Nepal, Philippines, Sri Lanka, Thailand, and Vietnam. He has five assignments as a Peace Corps Country Director. Other experience included six years in Washington, D.C. with New TransCentury Foundation as a manager of A.I.D. funded projects. His last position with NTF was as Executive Vice President for International Operations. He has a B.A. in International Relations from American University, and an M.A. in Second Language Acquisition from the University of Hawaii.

LEON LEIBERG

Mr. Leiberg has been involved in practical and sociological applications of training, community development and technical development for several years both internationally and domestically. Most recently he has served as Senior Foreign Service staff for the American Joint Distribution Committee, and as Country Director for Romania, India, Burma, Egypt and Syria, for the United Nations within the Non-Governmental Organizations framework. Mr. Leiberg has special experience in projects as diverse as crop storage, Import/Export, and cross-cultural management and technical training. With an M.A. Educational Psychology and undergraduate degrees from the Institute Jean-Jacque Rousseau and University of Geneva, Mr. Leiberg has several years experience developing model programs, resource materials and manpower programs for urban youth in the criminal justice context.

ADELE LINDENMEYR

Ms. Lindenmeyr is currently an associate professor in the Department of History at Villanova University. She has been an assistant and visiting professor at the University of Pennsylvania, Carnegie Mellon University, as well as an instructor at Rutgers University. Her areas of expertise include Russian and Soviet History, European History, and Russian Literature. Her

published articles include "The Ethos of Charity in Imperial Russia," Journal of Social History, and "Voluntary Associations in the Russian Autocracy: The Case of Private Charity," The Carl Beck Papers in Russian and East European Studies. Ms. Lindenmeyr received her Ph.D. from Princeton University in 1980. Her dissertation was "Public Poor Relief and Private Charity in Late Imperial Russia."

LESLIE LONG

Leslie Long is the Interim Director of the Master's Program in Intercultural Management at World Learning's School for International Training. His professional experience is in the fields of NGO capacity building, training, and international education. He has worked as Africa/Middle East Regional Director for AFS; as Peace Corps Country Director in the Central African Republic; Director of Development Training for World Learning. He has project design, training and evaluation consultancies in several countries in Africa, as well as Jordan and Bangladesh.

DANIEL MATUSZEWSKI

Professor Matuszewski, currently the President of the International Research Exchanges Board, has been active in academic exchanges for the past twenty years. He has developed and negotiated several academic programs with the former Soviet Union and was the only civilian member of the official American delegations during that period negotiating the USA-USSR Intergovernmental Agreements on Cultural Exchange, including the session that led to the renewal of that treaty (after a five year lapse) in Geneva in 1985. Before assuming his earlier position with IREX in 1969 that oversaw Soviet and Asian exchange programs for scholars, Dr. Matuszewski lectured in Russian History at Rutgers University. After that he held the position of Senior Fellow at the Russian Institute, Columbia University and was a Fellow at the Woodrow Wilson School for International Studies at Princeton. Prior to assuming the role of President of IREX, he was the Executive Director of the International Foundation. Holding a Ph.D in Russian and Turkic History for the University of Washington, Dr. Matuszewski is the author of a number of studies on Soviet nationalities issues and international relations contributing to such volumes as Soviet Nationalities in Strategic Perspective, 1985, Report on International Studies: Global Trends, 1983 and Soviet Studies on the Asia-Pacific Region, 1986. He has lectured on ethnic politics and multinational states for academic and business offices abroad including the (then) Soviet government and academies of Sciences. Dr. Matuszewski is the co-author of the work Modernization in Inner Asia, 1991 and co-editor of the volume Soviet Union and the Asia-Pacific Region, 1989.

NIKITA MORAVSKY

Mr. Moravsky has spent the last three years writing articles in Russian and English, traveling and lecturing in the U.S. and Russia. He has participated in academic conferences in 1990 and 1992 at Akademgordok near Novosibirsk, Siberia. After witnessing the August 1991 coup in Russia, Nikita Moravsky gave radio and television interviews and wrote an article for *Voprosi Filosofii*, Issue 1, 1992. He taught undergraduate and graduate courses at American University

on Russian Political and Literary translation after retiring from USIA where he was Deputy Chief of the USSR Division of Voice of America from 1973-77. Prior to that Mr. Moravsky was a deputy in the Features Branch of VOA and served as Cultural Affairs Officer at the U.S. Embassy in Moscow from 1965-67. He has a Ph.D in Russian Area Studies from Georgetown University and attended the French Lyceum, Russian Commercial High School and Russian Commercial Institute in Shanghai, China.

MOIRA RATCHFORD

Ms. Ratchford until recently has served as a Soviet analyst for Cultural Programs with the American Committee on U.S.-Soviet Relations. She has also worked as an independent consultant with clients and activities which include: production coordination and translation for the Discovery Channel; transcriptions of interviews for the Washington Media Association; and production coordination in Turkmenistan with Maslow Productions. Ms. Ratchford's published articles include "Circus of 1936: Ideology and Entertainment Under the Big Top," The Spirit of Soviet Film Satire; and "Post-Glasnost Shock in the Russian Film Industry," New Outlook. Ms. Ratchford received her Master's degree from Georgetown University. She is fluent in Russian, and consults with cooperatives of the former Soviet Union.

MEREDITH RICHARDSON

Meredith Richardson has fifteen years experience in executive leadership and team building. she has worked as a facilitator and management counselor in organizations on five continents. Ms Richardson is a specialist in system development, quality management and multi-cultural management and training with experience directing international and indigenous staffs in Africa, Asia and the Caribbean. In addition Ms Richardson established the Human Resource Development Unit at the Corporate Headquarters of Plan International and directed multi-million dollar projects in community development in the Philippines, Haiti and Burkina Faso. She received her MS in Human Resource and Organizational Development from American University and holds a B.A and a Certificate of Counseling from the University of Adelaide and the Adelaide Institute of Technology, respectively, in South Australia.

ROSE M. SCHNEIDER RN MPH

Ms Schneider is a full time independent public health specialist and organizational management expert with twenty-five years experience working with PVOs, USAID, World Bank, Interamerican Development Bank and U.S. and Canadian clients. She has concentrated in technical health areas of maternal child health, child survival and water and sanitation. Internationally her experience includes work in Latin America, Africa and Asia as long and short term advisor to PVOs and governments. Her most recent experience has been in Romania for PVO project evaluation and redesign. Rose was the first Health Director for Plan International and has special strengths in project analysis and design management strengthening and leadership development for PVOs. Recently she has participated in the Strategic Intent Workshop and

leadership development for U.S. private organization. Rose is a graduate of Johns Hopkins School of Public Health with an international health specialty, and a graduate of Catholic University and St. Elizabeth Hospital, Ky., in nursing and epidemiology.

GABRIEL SCHOENFELD

Gabe Schoenfeld is the founding editor and principal writer for *Post Soviet prospects*, CSIS's research bulletin on post-Soviet and East European affairs. Prior to joining CSIS, Dr. Schoenfeld was a Bradley Foundation Fellow at Harvard University's Russian Research Center. He writes regularly on Soviet affairs for the *New Republic*, the *Washington Post*, and *International Economy*. During 1985 and 1986, Schoenfeld was an IREX exchange scholar in the history department of Moscow State University. Schoenfeld received his Ph.D. in political science from Harvard University and speaks Russian.

BARRY SIDMAN

Barry Sidman has twenty-three years experience in designing, implementing and evaluating major international development projects. He has served as director of the A.I.D. mission in Latin America and major A.I.D. offices in Washington. Currently serving as project director for the A.I.D.-funded Food Security and Nutrition Monitoring project, Mr. Sidman has also played a key role in organizing the expansion of programs for The Experiment in International Living and a Presidential Commission. As an author of several articles, Reports to Congress project proposals, and legal briefs, Mr. Sidman has played a key role in advocacy and representation of several governmental and nongovernmental aid projects.

Mr. Sidman received his law degree from Yale Law School and his B.A. in Economics from the University of Wisconsin. He also studied Political Science at Oxford and was a Fellow in the International Affairs Center at Harvard University.

JESSICA TOWNSEND TEAGUE

Ms. Teague is presently an independent consultant, language teacher, and coordinator for several organizations. She is on the advisory board to the International Republican Institute. She is also chairperson of the Russian Relief Committee, Christ Church, Alexandria, VA. Ms. Teague also serves on the board of advisors for Georgetown University's Fund for American Studies Institute on Comparative Economic and Political Systems. She has also consulted on curricula development for the Au Pair division of World Learning Inc. Ms. Teague received a Bachelor's degree from the University of Kansas. She also has studied at the Universite de Bordeaux, France.

REVIEW COMMITTEE



WORLD LEARNING INC.

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International Living

AGENDA

- MARCH 22, 1993**
(Monday)
1:00 p.m.
- Orientation, meeting of team members,
Explanation of process and objectives by Tom Kelly.
project director, PVO/NIS Initiative. Review of
information/evaluation packet materials.
- MARCH 23, 1993**
(Tuesday)
9:00 a.m. - 5:00 p.m.
- Reading, evaluation of proposals
Lunch provided at World Learning.
- MARCH 24, 1993**
(Wednesday)
9:00 a.m. - 12:00 p.m.
- Reading, evaluation of Proposals
Discussion with Team Members
Lunch at World Learning
Team presentations begin.
- 1:00 p.m. - 5:00 p.m.
- MARCH 25, 1993**
(Thursday)
9:30 a.m.
- Continuation of team presentations
- 11:15 a.m.
- Break
- 11:30: a.m.
- Discussion and ranking of proposals begins.
- 12:30 p.m.
- Lunch at World Learning.
- 1:30 - 5 p.m.
- Ranking of proposals continues.
Final recommendations made.
- March 26, 1993**
(morning)
- This day will be for completing recommendations if not
finished by Thursday. It will not be scheduled otherwise.

**ROUND 2-B REVIEW
MARCH 22-25, 1993**

TEAM A

Barry Sidman and Marjorie Balzer

- * Habitat for Humanity (240)
- * San Diego State U. (244)
- * Junior Achievement (241)
- * Central European Center for Health
and Environment (231)
- * MiraMed Institute (226)
- * Access Exchange (232)
- * Project Keshet (239)

TEAM B

Gabriel Schoenfeld and Jon Keeton

- * ACTS International (273)
- * Armenian Assembly (264)
- * Project Hope (283)
- * Points of Light (265)
- * Climate Institute (279)
- * Agudath Israel of America (291)

TEAM C

Jessica Teague and Moira Ratchford

- * ChildHope (224)
- * CARE (225)
- * Norwich Center (234)
- * Freedom Channel (236)
- * Arrow Foundation (252)
- * Vine Association (259)

TEAM D

Les Long - Adele Lindenmeyr

- * International Center for Better Health (247)
- * Center for Attitudinal Healing (261)
- * Federation For Families For Children's
Mental Health (268)
- * Luznycky Foundation (290)
- * Facial Plastic Surgery (262)
- * Christian Children's Fund (254)

TEAM E

Sally Onesti Blair and Leon Leiberg

- * One Torah Institute (253)
- * Project Hope (281)
- * Brooke Foundation (289)
- * Frank Foundation Child Assistance Int. (288)
- * National Association of Social Workers (269)
- * Aid To Artisans (228)

Team F

Andrea Ewart-Simon, Osa Coffey and Lisa Jameson

- * National Council for Adoption (271)
- * Kompass (270)
- * Arrow Foundation (251)
- * Armenian Relief Society of North America (284)
- * Operation Smile (287)
- * Liskas Ezra's Achim (285)

TEAM G

Karen Collias and Jeffrey Clark

- * Planned Parenthood (245)
- * International Center (260)
- * Inter-Med (275)
- * United Ukrainian American Relief Comm. (230)
- * Winrock International (263)
- * Int. Center for Children's Health (227)

TEAM H

Jim Critchlow and Meredith Richardson

- * Mercy Corps International (242)
- * World Concern (237)
- * World Vision (238)
- * Americans for Democratic Russia (250)
- * The Road Project (277)
- * Mennonite Economic Development Assoc. (274)

TEAM I

Dan Matuszczewski and Rose Schneider

- * Medicins San Frontieres (233)
- * Aral Sea Information Committee (235)
- * Lifewater International (248)
- * The Western Foundation (229)
- * Ecologia (243)
- * Delphi International (267)

TEAM J

Nikita Moravsky and Tom Keehn

- * Slavic American Society (278)
- * Heart To Heart (276)
- * Marrakech/Chernobyl (280)
- * Champlain College (249)
- * Congress of Russian Americans (266)
- * FINCA (2) (286)

TEAM K

Jim Cashel and Jim Lehman

- * Elwyn, Inc. (258)
- * International Service of Hope (257)
- * FINCA (255)
- * St. Andrew's Ukrainian Orthodox Society (256)
- * Armenian Relief Society (246)
- * Project Hope (282)

Fourth solicitation

“Information Networks”

**Projects in International
Development and Training**

PVO Initiatives for the
New Independent States



WORLD LEARNING INC.

Founded in 1932 as
The U.S. Experiment in
International Living

February 15, 1994

Dear Colleague:

We are pleased to announce a special Invitation for Application (IFA) for funding under the initiative sponsored by the U.S. Agency for International Development (A.I.D.) in support of U.S. private voluntary organizations (USPVOs) working in or expecting to work in **Russia**. World Learning Inc. has been administering A.I.D.'s PVO Initiatives for the NIS Project since May of 1992. The core component of this new invitation is the solicitation and review of proposals leading to the award of grants to implement NGO development activities in Russia and encourage the growth of voluntarism. **Proposals will be received, processed and reviewed in Moscow, not in the U.S., by World Learning and USAID/Moscow.**

The present IFA promotes the voluntary sector in **Russia only**, emphasizing support to Russian non-governmental organizations (NGOs) in areas of institutional development and communications capabilities. **A strong institutional development focussed partnership with Russian NGOs is the principal element of this activity.** Please read Sections II and III of the IFA closely. The enclosed materials describe the initiative and its background in more detail, including the grant application process and procedures, eligibility criteria, application formats proposal evaluation criteria, and contact information for the USAID Mission in Russia.

Proposals under this third competitive solicitation are due on March 31, 1994 at World Learning's Moscow office. (Applicants refer to Section VII of the IFA for both mailing address and information.) USPVOs do not need to be registered with A.I.D. in order to be eligible to apply. The grant program has a minimum 25 percent private (cash or in-kind) match requirement. The enclosed **Guidelines and Application Format must be strictly followed** to insure consideration of your application for funding.

Sincerely,



W. Thomas Kelly
Director
PVO Initiatives for the New Independent States

Enclosures

INVITATION FOR APPLICATION (IFA)
Private Voluntary Organization Initiatives
for the New Independent States (PVO/NIS) Project

Solicited by World Learning Inc.
(founded in 1932 as The U.S. Experiment in International Living)
February 15, 1994

Background and Application Guidelines

I. BACKGROUND

In 1992 the US Agency for International Development (USAID) launched a special program to help meet basic human needs of at-risk populations in the New Independent States of the former Soviet Union (NIS), while at the same time establishing and strengthening the emerging voluntary sector in the NIS. World Learning was competitively selected by USAID as the lead PVO to assist in the management of this activity.

The modality chosen for this special program was the partnering of US Private and Voluntary Organizations (PVOs) with NIS non-governmental organizations (NGOs) who together would design and implement humanitarian and development assistance activities to increase the ability of needy people to provide for their own needs during this time of severe economic dislocation. Operational principles of the program included:

- Fostering voluntarism through technical assistance focused on: a) developing organizational and administrative skills among managers of NIS NGOs; b) enhancing fundraising and other revenue-generating skills of new private voluntary organizations NGOs, and c) developing public policies to facilitate growth of local voluntary organizations.
- Increasing US private sector resources directed towards these development efforts by leveraging "matching" cash and in-kind resources to a level at which the USAID contribution to the proposed activity is not more than 75 percent of the total project effort.

II. PROGRAM OBJECTIVE

World Learning announces a competitive solicitation focusing on improving the administrative, management and communications ability of emerging NGOs in Russia, many of which are located outside of Moscow.

This solicitation, which is for Russia only:

- Seeks to build the organizational and managerial capacities of smaller, nascent Russian NGOs;

- Targets the critical need of Russian NGOs for communications and information resources; and
- Fosters, to the extent possible, cooperative efforts among local Russian NGOs.

Proposals are welcomed from U.S. Private and Voluntary Organizations (PVOs) which have close programmatic and operational linkages to Russian NGOs. Submissions proposing activities in other NIS countries will not be accepted.

Under this solicitation, USAID is giving priority to proposals whose program activities take place outside of the metropolitan area of Moscow. In addition, USAID is encouraging support for Russian NGOs which may not have previously received outside funding.

Proposals from existing subgrantees under the PVO/NIS Project will also be accepted under this solicitation, so long as they are consistent with the objectives noted above and do not represent additional funding for activities currently supported by World Learning/USAID.

U.S. PVOs are expected to partner closely with Russian NGOs for all aspects of project design and implementation. USAID expects the U.S. PVO to add value to the efforts of its Russian NGO partner(s) through provision of equipment, technical assistance and training in such areas as effective activity design and administration, strategic planning, financial management, fundraising and advocacy.

Recognizing the close linkage between NGO organizational/administrative development and improved delivery of services, proposals may also request funding for activities to enhance service delivery capabilities; for example training health care providers or training advisors providing marketing assistance to small business owners/artisans. Such proposals should, nevertheless, clearly emphasize the training and/or technical assistance rather than service delivery *per se*. Submissions must also demonstrate a clear linkage between the provision of services and organizational/administrative strengthening.

III. GRANT GUIDELINES

a) TECHNICAL PROPOSAL

In addressing the objectives outlined in Section II above, activities should assist the Russian voluntary organization to develop an effective NGO sector. More specifically, proposed projects must:

- (i) Provide training and technical assistance, and/or equipment, to enhance the leadership, administrative or management capacities of Russian NGOs. To the extent possible, this assistance should lead to cooperation/joint programming between regional and sectoral groupings of Russian NGOs;

AND/OR

- (ii) Support the development of communications networks and/or the sharing of information resources (through training and/or the provision of equipment) among regional or sectoral

groupings of Russian NGOs.

Total funding for this solicitation will not exceed \$2 million.

Proposals may request funds for a maximum of two years and the USAID contribution should be limited to between \$125,000 and \$450,000. All awards will be made subject to the availability of funds.

Proposals must be submitted in the format outlined in Attachments I and II to this solicitation. Proposals which request more than the \$450,000 maximum grant award level will not be considered for funding.

(See Section VI. PROPOSAL REVIEW AND GRANT APPROVAL PROCESS for additional details.)

Please note that in-depth information is being requested about the Russian NGO partner. Proposals are expected to: (1) reflect honestly the differences in experience and capacities of Russian and American partners, and (2) outline appropriate roles for the partners which strengthen the Russian NGO while respecting its abilities.

b) COST PROPOSAL

Budgets should include sufficient detail and explanatory notes to facilitate review. They should conform to the instructions in Section V (below), indicating clearly which costs are to be covered with A.I.D funds, which costs are covered by private contributions, and, where applicable, what funds are covered by another US federal agency. Note that the latter funds will not be counted as "matches." Budget notes should clearly identify which cost items are earmarked for the Russian NGO and which items are US activities and expenses. Funds may be requested for a maximum period of two years. Cost proposals should include funds for an external mid-term evaluation and an OMB A-133 audit (See Section V). A format for the budget is provided in Attachment 3.

Organizations which budget for indirect costs should include a copy of the most recent Indirect Cost Rate Agreement as negotiated with their cognizant US federal agency. Organizations not having such a rate agreement with the federal government should describe how the indirect cost rate is derived if one is to be used. No profit or fees are payable under grants.

All U.S. PVOs, whether registered with USAID or not, must submit a copy of their most recent audited financial statement.

c) PROGRAM RESTRICTIONS

In addition to the limitations indicated in Section II. PROGRAM OBJECTIVE, above, PVO/NIS Project grants will not finance projects which are academic or research-oriented (including feasibility studies), sectarian or politically partisan, or which indicate that a disproportionate share of grant funds will favor US activities over Russian activities. Proposals designed

primarily to establish a U.S. PVO's presence in Russia will not be considered. Projects based on short-term exchanges of individuals and shipments of commodities will not be considered. As noted in Section II, above, this solicitation is for projects in **Russia only**. **Projects for other NIS states are not eligible for this particular solicitation.** Final grant awards are subject to the availability of funds.

IV. MATCHING REQUIREMENTS

All grant activities will be cost-shared by the proposing partner organizations, with USAID support not to exceed 75 percent of the estimated costs of the project. Priority will be given to proposals which meet project guidelines and demonstrate ability to leverage substantial private resources over and above the 25 percent minimum. The match may be cash or in-kind contributions. Funds received from the US Government or USAID intermediaries are not allowable sources for the match.

Grant applications must identify all critical sources of support for the project including private and public cash receipts and in-kind contributions of goods and services which directly support project activities. Applications must specify whether matching contributions are in hand, or when they are expected, and/or include a plan for when over the two-year life of the proposed project the minimum 25 percent private contribution is to be in place.

Criteria for acceptance and allowability for the non-federal contributions are set forth in OMB Circular A-110, Attachment E. OMB Circular A-110 is available from: The US Government Printing Office, Superintendent of Documents, Washington, DC 20402; OR Publications, OMB, New Executive Office Building, Room G-236, Washington, DC 20503. (tel. 202-395-7332).

V. ELIGIBILITY CRITERIA

The lead U.S. PVO partner must be a legally incorporated not-for-profit organization with U.S. 501(c)(3) Internal Revenue Service status. Organizations not registered with USAID must:

- demonstrate evidence of legal status with the IRS;
- indicate which type of tax-exempt status held; and
- indicate financial capacity and ability to comply with USAID regulations (including the provisions of OMB Circular A-133, available at the address given immediately above) and reporting requirements.

Proposals may be submitted by coalitions of U.S. PVOs. In such instances, the proposal must clearly detail members' roles and responsibilities, and indicate which organization is designed as the lead organization. Note that subgrants will be negotiated with, and awarded to, the lead PVO.

VI. GRANT APPROVAL PROCESS

World Learning Inc. is responsible for soliciting and reviewing all proposals submitted for consideration under the PVO/NIS Project. During the course of review, applicants may be

asked for clarifying information on either the Technical or Cost Proposal.

During the review process, priority will be given to those applicants demonstrating the following:

- a record of providing development assistance to indigenous groups through domestic or international projects;
- experience working with grassroots organizations, fostering voluntary community action;
- capacity to leverage private sector resources over and above the 25 percent minimum required "matching" contribution;
- awareness of NGO activities already underway in Russia, and willingness to build on these activities;
- ability to field staff persons with local language capability; and
- full involvement of the local partner in the planning and execution of the project, including exchanges of financial information.

In addition, priority will be given to proposed activities taking place in locations other than Moscow.

Based upon reviews for responsiveness to project guidelines, financial feasibility and organizational capacity as outlined in this solicitation, World Learning will present a slate of the most responsive and feasible proposals to USAID for final review and decisions.

Grant agreements will then be negotiated with successful applicants. Agreements will be signed by the U.S. PVO directly with World Learning Inc. and will specify the level, terms and conditions of the grant. Unsuccessful applicants will be notified in writing.

VII. PROPOSAL SUBMISSION PROCEDURES

Proposals must contain the two (2) cover sheet pages (Attachment 1) and must follow the format described in Attachment 2. The Technical Proposal should not exceed 25 pages in single-spaced format, printed only on one side. Technical and Cost Proposals may be submitted as one document, with each section clearly marked. Please do not submit proposals in three ring binders or velo binding. Any annexes should be limited to 15 pages and should be directly relevant to the requirements of this solicitation. Unnecessary annexes are discouraged.

An original and four (4) copies of the proposal must be received by World Learning/Moscow by 5:00 p.m. on March 31, 1994.

Proposals should be addressed to the attention of:

Peter P. Mahoney, Field Director, PVO/NIS Project
World Learning Inc.
41 Prospect Vernadskogo
Room 834
Moscow, 117947 Russia

Faxed, e-mailed, or late proposals will not be accepted. Please direct all questions on the project, the guidelines, or the application process to: World Learning's Moscow Office, Phones: (095) 956-5003; (095) 432-5773; or (095) 430-87-30; Fax: (095) 956-5003, E-mail: wldlearn@glas.apc.org

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GRANT APPLICATION SUMMARY

PVO Initiatives for the New Independent States (PVO/NIS) Project

Date of Application:
Applying US Organization:
Address:

Phone:
Fax:
E-Mail:

Contact Person:
Title:

USAID Registered (Y or N):
IRS status:

Name of Primary Russian NGO/Partner:
Address:

Phone:
Fax:
E-Mail:
Contact Person:
Title:

Location of Project Activities:
City(ies):

Total Project Budget: \$ _____
Amount Requested of USAID: \$ _____

PVO	USAID
Year 1: \$ _____	Year 1: \$ _____
Year 2: \$ _____	Year 2: \$ _____
Amount/% of Match: \$ _____ / _____ %	

Description of Match

Year 1: \$ _____	Year 2: \$ _____
cash: \$ _____	cash: \$ _____
in-kind: \$ _____	in-kind: \$ _____

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ATTACHMENT 1

Page 2

SUMMARY PAGE

Date of Application:

Applying US Organization:

Summary of Proposed Project:

Briefly summarize information on Russian NGO/Partner:

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PVO Initiatives for the New Independent States (PVO/NIS) Project

COVER PAGES: Please complete the two-page Application Summary (see Attachment 1 to this solicitation).

TECHNICAL PROPOSAL:

1. EXECUTIVE SUMMARY

- a) Briefly introduce the lead US and Russian organizations and describe the project to be supported, including goal(s), purpose(s) and anticipated results.
- b) Briefly describe the technical and managerial resources of the US organization. Describe how the project will be managed.

2. ORGANIZATIONAL CAPABILITY - US Organization(s)

- a) Provide a brief history of the organization. Describe its organizational structure, affiliations (religious, ethnic, business, etc), general purpose and goals.
- b) Indicate the organization's annual budget and sources of funding. Discuss any previous experience managing USAID, other government agency, or private funding.
- c) Discuss the compatibility of the proposed project with the organization's goals.
- d) Describe track record with development projects in the sectoral areas targeted by this project.
- e) Describe past/current programs in Russia, if any.
- f) Describe previous experience with partnership relationships.

3. ORGANIZATIONAL CAPABILITY - Russian Organization(s)

- a) Provide a brief history of the organization. Describe its organizational structure, affiliations (religious, ethnic, business, etc), general purpose and goals.
- b) Indicate the organization's annual budget and sources of funding. Discuss any previous experience seeking and managing funds.
- c) Discuss the compatibility of the proposed project with the organization's goals.
- d) Describe track record in the sectoral areas targeted by this project.
- e) Describe previous experience with partnership relationships.

4. PROJECT CONCEPT/MANAGEMENT PLAN

- a) Proposed project: describe the project and what needs it is expected to meet and how it will accomplish meeting these needs. Discuss the geographic location of project activities and how it was selected.

- b) Describe how the proposed project fits the goals and objectives of this solicitation.
- c) Discuss the nature of the partnership between the Russian and American NGOs, including any past, current or planned activities.
- d) Describe the role of the Russian NGO in the planning of this project.
- d) Describe proposed monitoring and evaluation plan and specify key indicators. Include an Implementation Plan which highlights the timing for carrying out major project activities.
- e) Discuss how the proposed project is to be/could be replicated once this funding commitment ends and the anticipated lasting impact of the project.
- f) Describe how the project will be managed, in the US and in Russia, and the qualifications of key personnel, including language ability.
- g) If the proposal is submitted by any subgrantee, US or Russian, currently funded under the PVO/NIS Project, describe accomplishments to date under the current grant and realistic expected accomplishments at grant-end. Discuss previously planned objectives which will not be met and why. Describe how this proposed project will complement or extend previously funded activities, if at all.

5. COST PROPOSAL (FINANCIAL PLAN):

- a) Submit a complete, detailed line item budget following the format provided in Attachment 3; include a detailed narrative description supporting the costs budgeted. Costs must be attributed to sources of funding, clearly indicating which costs will be covered by PVO/NIS Project funds.
- b) Describe the plan for obtaining the private match contribution. Indicate if these funds are in hand or planned, and the timetable for securing them if applicable. Describe how in-kind contributions are recorded and valued.
- c) Describe general procedures for reporting US and Russian office expenditures.
- d) Describe familiarity, if any, with USAID reporting requirements.
- e) Provide an annual institutional budget of the U.S. PVO partner for the last fiscal year, the current year and the next year, which indicates major sources of support.
- f) If the U.S. PVO partner is not registered with USAID, provide explanations and attach documents that may be required, as described in Sections IV and VI.
- g) Clearly delineate in budget notes costs for US and Russian expenses.

BUDGET SUMMARY: In U.S. dollars (\$0)

FUNCTION (specify)	A.I.D.		PVO		TOTAL CONTRIBUTION		
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
	YEAR 1	YEAR 2	YEAR 1	YEAR 2	A.I.D.	PVO	TOTAL
I. Personnel:							
II. Procurement:							
III. Travel & Transportation:							
IV. Communications:							
V. Other Direct Costs:							
VI. Evaluation:							
VII. A-133 Audit Costs:							
VIII. Indirect Costs:							

TOTAL

** PVO Match = ** %

** PVO Match = PVO Contribution divided by the Total Contribution (column "f" divided by column "g");
25% cash/in-kind match is required.

PVO/NIS PROJECT---COST PROPOSAL FORMAT---ATTACHMENT 3

LINE ITEM BUDGET: In U.S. dollars (\$0)

PAGE OF

PVO: _____	Year 1		Year 2		TOTAL - Years 1-2		
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
	A.I.D.	PVO	A.I.D.	PVO	A.I.D.	PVO	TOTAL
				(a)+(c)	(b)+(d)		
I. PERSONNEL							
A. Program - NIS							
B. Program - US							
C. Administration - NIS							
D. Administration - US							
E. Benefits (A-D)							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							
II. PROCUREMENT							
A. Office Equipment & Supplies (Specify)							
1.							
2.							
3.							
4.							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							
B. Consultants (exclude evaluation costs)							
1. Local							
2. External							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							
C. Services (exclude evaluation costs)							
1.							
2.							
3.							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							
D. Other (Specify)							
1.							
2.							
3.							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							
III. TRAVEL & TRANSPORTATION							
(Personnel and Consultants only)							
A. Airfare							
B. Per Diem							
C. Local							
D.							
	-----	-----	-----	-----	-----	-----	-----
SUBTOTAL							

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PVO/NIS PROJECT---COST PROPOSAL FORMAT---ATTACHMENT 3

LINE ITEM BUDGET: In U.S. dollars (\$0)

PAGE OF

PVO: _____	Year 1		Year 2		TOTAL - Years 1-2		
	(a) A.I.D.	(b) PVO	(c) A.I.D.	(d) PVO	(e) A.I.D.	(f) PVO	(g) TOTAL
					(a)+(c)	(b)+(d)	
IV. COMMUNICATIONS							
A. Printing/Reproduction							
B. Postage/Courier							
C. Telephone/Fax							
D.							
	-----	-----	-----	-----	-----	-----	-----
	SUBTOTAL						
V. OTHER DIRECT COSTS (Specify)							
A.							
B.							
C.							
D.							
	-----	-----	-----	-----	-----	-----	-----
	SUBTOTAL						
VI. EVALUATION							
A. External Personnel							
B. Airfare							
C. Per Diem							
D.							
	-----	-----	-----	-----	-----	-----	-----
	SUBTOTAL						
VII. A-133 AUDIT COSTS							
	-----	-----	-----	-----	-----	-----	-----
	SUBTOTAL						
VIII. INDIRECT COSTS							
A. Overhead/Administration							
B. Other							
	-----	-----	-----	-----	-----	-----	-----
	SUBTOTAL						
	-----	-----	-----	-----	-----	-----	-----
	TOTAL						
	=====	=====	=====	=====	=====	=====	=====

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ATTACHMENT 4
EVALUATION CRITERIA

PRINCIPAL CATEGORIES/EVALUATION WEIGHT (Total possible points: 100)

Organizational Capability - U.S. PVO Partner (15 Points)

- Track record/previous relevant experience
- Compatibility of project concept with organizational goals
- Past/current programs in Russia and/or understanding of local environment
- Experience managing federal, state and/or private funds
- Demonstrated financial stability and institutional ability to carry through on commitments in the event of an award

Organizational Capability - Russian NGO Partner (15 Points)

- Track record/previous relevant experience
- Compatibility of project concept with organizational goals
- Understanding of local environment and sectoral need
- Ability to carry through on commitments in the event of an award
- Participation in planning and design of project
- Size of NGO and demonstrated need for partnership

Project Concept/Management Plan (50 points)

- Compatibility of project concept with solicitation and current situation in Russia; awareness of on-going NGO activities
- Appropriateness of roles proposed for partners
- Quality and appropriateness of proposed monitoring and evaluation plan
- Innovativeness of project concept or approach
- Replicability or potential for expansion of proposed project
- Potential for lasting impact of proposed project
- Qualifications of proposed staff (technical, language, experience in/out of NIS)
- Demonstrated interest and commitment of partners and evidence of their compatibility
- Appropriate interventions proposed to address project goals and objectives
- Potential for significant impact on the development of NGOs in Russia
- Geographical location of project activities outside of Moscow and St. Petersburg

Financial Plan (20 points)

- Completeness of budget
- Appropriateness of costs
- Degree to which financial plan leverages/maximizes private resources over and above the required 25% contribution
- Degree to which the budget favors Russian activities over US office activities
- Demonstrated ability to comply with USAID regulations

ATTACHMENT 5

USAID/MOSCOW

Bolshoi Devyatinskiy pereulok, 6
Moscow, Russia
tel: 7-(095) 956-42-81
fax: 7-(095) 956-70-92/93

Mailing Address

c/o American Embassy Moscow
PSC 77
APO AE 09721

Contact:

E. Scott Osborne, NGO Advisor
Elisabeth Kvitashvili, Special Projects Officer

ATTACHMENT 6

DOCUMENT DELIVERY TO MOSCOW

Today, sending important papers to Moscow is relatively easy and in the end demands little more than proper planning and a small amount of paper work. To help you in your proposal submission, this overview will identify three express delivery companies with service to Moscow. *Note: When sending, it is important to fill in mailing address exactly as it appears in Section VII of the IFA. (Also be sure to include telephone numbers.)*

UNITED PARCEL SERVICE (UPS)

The most cost-effective package is the **UPS Letter** at \$55. The alternative is the **UPS Pak** which costs between \$75-\$85. Both mailing packages read either Next Day Air or 2nd Day Air and can be obtained at your local UPS shipment center. Actual delivery requires at least three business days.

With the UPS Letter, there are no restrictions in weight or # of pages, assuming of course that your documents fit (by our calculations approximately 150 pages with a sturdy clip). Alternatively, due to its flexible nature, the UPS Pak can hold more pages as well as more cumbersome documents. It is more expensive, however, as cost depends upon weight. For questions, or assistance with the International waybill, contact your local UPS office or call **UPS International Customer Service Center at 1-800-782-7892.**

FEDERAL EXPRESS

For a **Federal Express Letter** the cost is \$65.50. The alternative is the **Fed Ex Pak** which costs between \$70-\$85 for a 2-3 lb. package. Shipping time is approximately three business days. As with UPS there are no weight or size restrictions with the **Fed Ex Letter** and you can also fit 150 pages with a sturdy clip. The FedEx Pak is exactly like the UPS Pak in its size and capacity.

It is important to ask for the most current waybill. Recently there have been up to three different ones circulating. For questions or assistance with the international waybill, contact your local Federal Express office or call **Fed Ex Customer Service, 1-800-247-4747.**

DHL

For a **DHL Express Document** the cost is \$71; **Express Flyer** packages for a 2 lb. package is \$86 and a 3 lb. one is \$101. The Express Document is similar in style to the UPS/Fed Ex letters and the Express Flyer to the UPS/FED Ex Paks. Delivery time takes 4 days and Saturday and Sunday make up one day. For questions or assistance with the international waybill, contact your local DHL office or call **1-800-call-DHL.**

**Unless you have an account with these services you will have to use your local offices in order to obtain supplies and as package drop off points.*

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World Learning Inc.
February 15, 1994
Invitation For Application
for Russia

CHECKLIST of Documents to Enclose with Proposal

IRS evidence? _____

Annual Report? _____

Indirect Cost Rate Agreement or
Explanation? _____

Last year's budget? _____

Current year's budget? _____

Next year's budget? _____

Original & 4 copies of proposal? _____

Audited financial statement? _____

Cover sheet attached to original & all
copies? _____

Pages w/in limit? _____

* Missing items may render the proposal ineligible.

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April 16, 1994

Reflections on Review Process in random order:

1. Define, explain and communicate roles in advance of arrival in Moscow of DC staff (this covers local and DC staff). Upon arrival of DC staff, meet with all staff to review and confirm roles. Meet again after the Review Committee meets to confirm roles in post-Committee activities. Now that we know more about who is who in the Moscow office, the local staff could have more/better defined areas of participation throughout the process. These various definitions would be done collaboratively between DC and Moscow.

2. Bringing the computers and the extra printer proved invaluable. The printer needs to come with a better converter to be useful out of the office (ie, at the hotel).

Suggestions on different parts of the review process itself in random order:

3. hand out invoice format to reviewers at the orientation or on Day 1 of the review

4. repeatedly refer to when writeups are due

5. allow more than 5 workdays to get everything but the Not Recs to AID. The Round III schedule of exactly 5 days assumed all Rec and Rec. Mod. writeups would come in on time. We now know that we have to expect slippage.

6. Have some DC staff stay to help with Not Rec edits, etc. Since this tends to be the category where 2/3 of the proposals end up, the writeup task is significant and as TK notes, the quality of these needs to be excellent and thorough. We did some, but not many, and none actually got to a "final" state.

7. Asking reviewers to do their own writeups is a real improvement over previous rounds, where much fell to the staff. When reviewers accept to do this, verify early on what software WL Moscow uses in case they don't have access to the same software. Formatted diskettes with the format for writeups for the software WL has should be done in advance. In fact, when reviewers are asked and accept, verify at that time what software they have so WL can anticipate problems or bottlenecks. Give explicit E-mail instructions to those who are late or who don't use software compatible with WL's. Actually, a printed handout of all this information can be given out with review packets at the orientation along with formatted diskettes. This is another opportunity to identify possible problems.

8. Give reviewers absolutely excellent examples of writeups for Rec, Not Rec and Rec w/Mod. to illustrate the detail we expect. Not everyone will follow example, but we can hope. Make sure the samples have the exact information in the exact format we expect.

Some of the reviewers who couldn't use our diskettes used the format of whatever sample writeups they had in their packets; in many cases these were "old" formats from rounds that covered the entire NIS and all technical sectors.

9. On the 2nd screen log, agree ahead of time what the sectors/areas will be so checking off is easy.

10. Put the Round # and date on the top of the first page of the score sheet. They have all changed over time, and it's impossible to tell which is which. Also, make a space for the # of the proposal to be indicated. This facilitates handling, since the files with proposals are kept numerically.

11. Check to be sure that score sheets and the proposal evaluation criteria match perfectly. In Round III, score sheets gave points to "women" but this was not an evaluation criteria. Check also any written or verbal comments people made on the language of the score sheets themselves. One reviewer felt that some terms or the intent of some criteria were not commonly understood. This might be something to cover during orientation.

12. When specific binder contents and their order are decided and agreed upon, type up so that staff doing photocopying or other binder preparation know in what order to put stuff in.

13. DC should send out a nice clear 1420 to use as an original in the field. Use an original of the conflict of interest form so the copies aren't so blurry.

14. Establish a system to receive and process score sheets, writeups and diskettes, which can all come in at different times for any given proposal depending on how a team divides up the work and how timely they are in submitting their work. Decide who handles what and in what order so the process doesn't get too diffuse and confusing (eg, if one person is copying files onto a master diskette, that person should handle all diskettes first). Maybe the alphabetical list (cross-referenced to #s) could be expanded for this purpose, into a checkoff list so we can keep track of what is outstanding (who owes what).

15. Have a clear plan for processing writeups that are edited by WL staff (who does what in what order).

16. The week after the Rev. Cmte. meeting have daily checkins to gauge where people are and assess what's ahead against the deadline.

17. Keep extra copies of various logs, memos, etc. in one place so (1) they can be easily found and 2) extra photocopying is avoided.

18. Save any files related to the review process on diskette so: 1) the "process" files are in one place and 2) they can be accessed in the event of a hard drive problem.

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**WORLD LEARNING INC.
PVO/NIS PROPOSAL LOG SHEET
Round 3
Due March 31, 1994, 5:00 p.m.**

April 5, 1994

#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident? Y/N	5 Copies? Y/N	## Pgs.	Audit Statement? Y/N	Budget Past Current Next	ICR Y/N	501 (C) 3 Y/N
301	3.24 1994	Kriebel Institute of the Free Congress Foundation	5:00 pm	Federal Express	\$130,575	38.51%	Y	Y	Y	18	Y	Y,Y,N	Y	Y
302	3.24 1994	Kriebel Institute of the Free Congress Foundation	5:00 pm	Federal Express	\$147,075	35.73%	Y	Y	Y	17	Y	Y,Y,N	Y	Y
303	3.25 1994	Rural Enterprise Adaptation Program	5:00 pm	Federal Express	\$248,638	44%	Y	Y	Y	21	N	Y,Y,Y	Y	Y
304	3.28 1994	YMCA of the USA International Division	11:00 am	Federal Express	\$193,149	25%	Y	Y	Y	20	Y	Y,Y,N	Y	Y
305	3.27 1994	Pittsburgh Leadership Foundation	11:00 am	Hand carry	\$343,962	37.7%	Y	Y	Y	23	Y	Y,Y,Y	N	Y
306	3.28 1994	Arrow Foundation	3:30 pm	UPS	\$449,398	28%	Y	Y	Y	16	Y	Y,Y,Y	Y	Y

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#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident? Y/N	5 Copies? Y/N	## Pgs.	Audit Statement? Y/N	Budget Past Current Next	ICR Y/N	501 (C) 3 Y/N
307	3.28 1994	Agudath Israel of America	3:30 pm	UPS	\$448,800	27.78%	Y	Y	Y	25	Y	Y,N,N	Y	Y
308	3.29 1994	Pacific Institute for Research and Evaluation	12:45 pm	Hand carry	\$449,740	44%	Y	Y	Y	25	Y	Y,Y,Y	Y	Y
309	3.29 1994	Program for Appropriate Technology in Health (PATH)	1:40 pm	Hand carry	\$288,928	28.1%	Y	Y	Y	19	Y	Y,Y,Y	Y	Y
310	3.29 1994	Central European Center for Health and the Environment (CECHE)	4:00 pm	TNT	\$449,415	36.04%	Y	Y	Y	25	Y	Y,Y,Y	N/A	Y
311	3.29 1994	The Project Hope Health Sciences Education Center	4:30 pm	UPS	\$449,842	33%	Y	Y	Y	24	Y	Y,Y,Y	Y	Y
312	3.29 1994	American ORT Federation	4:30 pm	UPS	\$449,948	46%	Y	Y	Y	16	Y	Y,Y,Y	Y	Y
313	3.29 1994	Arrow Foundation	4:30 pm	UPS	\$447,724	26.6%	Y	Y	Y	21	Y	Y,Y,Y	Y	Y

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#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident? Y/N	5 Copies? Y/N	## Pgs.	Audit Statement? Y/N	Budget Past Current Next	ICR Y/N	501 (C) 3 Y/N
314	3.30 1994	The Centre for Development and Population Activities (CEDPA)	10:00 am	DHL	\$127,403	25%	Y	Y	Y	11	Y	Y,N,N	Y	Y
315	3.30 1994	Magee Womancare International	10:00 am	DHL	\$303,512	27.65%	Y	Y	Y	17	N	Y,Y,N	Y	Y
316	3.30 1994	World Institute on Disability	1:30 pm	UPS	\$449,568	35%	Y	Y	Y	25	Y	Y,Y,Y	Y	Y
317	3.30 1994	Search for Common Ground	1:45 pm	Hand carry	\$278,604	30%	Y	Y	Y	25	Y	Y,Y,Y	Y	Y
318	3.30 1994	Congress of Russian-Americans	5:00 pm	Federal Express	\$260,674	29%	Y	Y	Y	16	N	Y,Y,Y	Y	Y
319	3.30 1994	Legacy International	5:15 pm	Federal Express	\$300,601	26.5%	Y	Y	Y	23	Y	Y,Y,Y	Y	Y
320	3.30 1994	The AIDS Resource Foundation for Children	5:15 pm	Federal Express	\$290,292	25%	Y	Y	Y	15	N	Y,Y,N	N	Y

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#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident? Y/N	5 Copies? Y/N	## Pgs.	Audit Statement? Y/N	Budget Past Current Next	ICR Y/N	501 (C) 3 Y/N
321	3.30 1994	Foundation for Social Innovations USA	5:15 pm	Federal Express	\$450,000	25%	Y	Y	Y	24	Y	Y,Y,Y	Y	Y
322	3.30 1994	Internews Network, Inc.	5:15 pm	Federal Express	\$414,409	27.90%	Y	Y	Y	15	Y	Y,Y,Y	Y	Y
323	3.30 1994	The INET Foundation	5:15 pm	Federal Express	\$265,482	64.7%	Y	Y	Y	24	Y	Y,Y,Y	Y	Y
324	3.30 1994	World Union for Progressive Judaism	5:15 pm	Federal Express	\$434,504	48%	Y	Y	Y	28	Y	Y,Y,N	N/A	Y
325	3.30 1994	Prosthetic Development Group International	5:15 pm	Federal Express	\$413,800	44%	Y	Y	Y	12	Y	Y,Y,Y	N/A	Y
326	3.30 1994	MELD	5:15 pm	Federal Express	\$130,980	25%	Y	N	Y	11	Y	Y,Y,Y	N/A	Y
327	3.30 1994	America's Development Foundation	5:15 pm	Federal Express	\$421,962	32%	Y	Y	Y	23	Y	Y,Y,Y	Y	Y

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#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident? Y/N	5 Copies? Y/N	## Pgs.	Audit Statement? Y/N	Budget Past Current Next	ICR Y/N	501 (C) 3 Y/N
328	3.30 1994	Rodale Institute	5:00 pm	Federal Express	\$441,068	30%	Y	Y	Y	24	Y	Y,Y,Y	Y	Y
329	3.30 1994	San Francisco State University Foundation	5:15 pm	Federal Express	\$449,882	26%	Y	Y	Y	24	Y	Y,Y,N	Y	Y
330	3.31 1994	World Vision Relief and Development	10:15 am	Hand carry	\$450,000	38%	Y	Y	Y	14	Y	Y,N,N	Y	Y
331	3.31 1994	Feed the Children, Larry Jones International Ministries, Inc.	1:00 pm	Hand carry	\$449,873	39%	Y	Y	Y	22	Y	Y,Y,Y	Y	Y
332	3.31 1994	Opportunity International	1:05 pm	Hand carry	\$300,000	28%	Y	Y	Y	24	N	Y,Y,N	N	Y
333	3.31 1994	The American Jewish Joint Distribution Committee	1:55 pm	Hand carry	\$446,900	31%	Y	Y	Y	24	Y	Y,Y,N	N	Y
334	3.31 1994	VOICE International	2:15 pm	UPS	\$413,637	25%	Y	Y	Y	24	N/A	Y,Y,Y	N/A	Y

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335	3.31 1994	Global Vision	2:15 pm	UPS	\$399,025	30%	Y	Y	Y	29	N	N/A	N/A	Y
336	3.31 1994	The Institute of Cultural Affairs	2:15 pm	UPS	\$326,316	23%	Y	Y	Y	10	Y	Y,Y,Y	N	Y
337	3.31 1994	The Institute for International Entrepreneurship	2:30 pm	Express Mail International	?	?	Y	Y	N	19	N	N,N,N	N	N
338	3.31 1994	Network of East-West Women	3:30 pm	Hand carry	\$143,685	26.9%	Y	Y	Y	22	N	Y,Y,N	N	Y
339	3.31 1994	National FFA Organization	3:40 pm	Hand carry	\$448,760	26%	Y	Y	Y	20	Y	Y,Y,Y	N	Y
340	3.31 1994	International Research & Exchange Board	4:00 pm	Hand carry	\$325,000	28%	Y	Y	Y	18	Y	Y,Y,Y	Y	Y
341	3.31 1994	United Way International	4:07 pm	Hand carry	\$449,243	32.27%	Y	N	Y	26	Y	Y,Y,Y	Y	Y

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342	3.31 1994	Adventist Development and Relief Agency International	4:45 pm	Hand carry	\$447,642	42.74%	Y	Y	Y	20	Y	Y,Y,N	Y	Y
343	3.31 1994	Citizens Democracy Corps	4:45 pm	Hand carry	\$360,990	51%	Y	Y	Y	22	Y	Y,Y,Y	N?	Y
344	3.31 1994	Charities Aid Foundation	4:45 pm	Federal Express	\$125,100	25.36%	Y	Y	Y	12	N	N,N,N	N	Y
345	3.31 1994	Mission Possible Foundation	4:50 pm	Hand carry	\$337,519	50%	Y	Y	Y	24	Y	Y,Y,N	Y	Y
346	3.31 1994	The American Jewish Joint Distribution Committee	5:05 pm	Hand carry	\$438,420	39%	Y	Y	Y	23	Y	Y,Y,N	N	Y
347	3.31 1994	International Orthodox Christian Charities	5:10 pm	Hand carry	\$387,456	18.92%	Y	Y	Y	8	Y	Y,Y,N	N	Y
348	3.31 1994	International Orthodox Christian Charities	5:10 pm	Hand carry	\$633,810	38.84%	Y	Y	Y	9	Y	Y,Y,N	N	Y

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349	3.31 1994	The Center for Democracy	5:15 pm	Hand carry	\$434,369	34.51%	Y	Y	Y	18	Y	Y,Y,N	Y	Y
350	3.31 1994	AIDS Infoshare Russia	7:15 pm	Hand carry	\$223,115	35.40%	Y	Y	Y	13	Y	N,Y,Y	N/A	Y
351	3.31 1994	International Rescue Committee	8:45 pm	Hand carry	\$366,218	25.6%	Y	Y	Y	9	Y	Y,Y,Y	Y	Y
352	4.01 1994	Project Harmony	10:40 am	Hand carry	\$245,392	28.58%	Y	Y	Y	24	Y	Y,Y,Y	N	Y
353	3.31 1994	Special Olympics International, Inc.	3:30 pm	Hand carry	\$259,050	25%	Y	Y	Y	9	Y	Y,N,N	N	Y
354	4.01 1994	Evergreen Rotary Foundation	11:50 am	Hand carry	\$341,390	31.60%	Y	Y	Y	20	N	N,Y,N	N	Y
355	4.01 1994	Interlegal USA, Inc.	4:55 pm	Federal Express	\$449,349	33%	Y	Y	Y	13	N	Y,Y,N	Y	Y

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356	4.01 1994	Natural Resources Defense Council	4:55 pm	Federal Express	\$177,072	25%	Y	Y	Y	11	Y	Y,Y,Y	N	Y
357	4.01 1994	The Centre for Living with Dying	4:55 pm	Federal Express	\$390,978	32%	Y	Y	Y	15	Y	N,Y,N	N	Y
358	4.01 1994	Alliance of American and Russian Women, Inc.	4:55 pm	Federal Express	438,000	25%	Y	Y	Y	23	N	Y,Y,Y	N	Y
359	4.01 1994	LO*OP Center, Inc.	4:55 pm	Federal Express	\$252,800	62.31%	Y	Y	Y	14	Y	Y,Y,Y	N	Y
360	4.01 1994	Kessler Institute for Rehabilitation, Inc.	4:55 pm	Federal Express	\$430,800	58.04%	Y	Y	Y	25	Y	Y,Y,Y	N	Y
361	4.01 1994	Cleveland International Program	4:55 pm	Federal Express	\$327,473	39.27%	Y	Y	Y	21	Y	Y,Y,Y	N	Y
362	4.01 1994	Women of the World, Inc.	4:55 pm	Federal Express	\$319,080	25%	Y	Y	Y	11	N	N,N,N	N	Y

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363	4.01 1994	National Association of Social Workers (NASW)	4:55 pm	Federal Express	\$449,957	55%	Y	Y	Y	23	Y	Y,Y,N	Y	Y
364	4.01 1994	The Brother's Brother Foundation	4:55 pm	Federal Express	\$303,246	25.65%	Y	Y	Y	25	Y	Y,Y,N	N	Y
365	4.01 1994	National Peace Foundation	4:55 pm	Federal Express	\$190,716	35.85%	Y	Y	Y	11	Y	Y,Y,N	N	Y
366	4.01 1994	Arts Council of Greater Kalamazoo	4:55 pm	Federal Express	\$353,315	32%	Y	Y	Y	17	Y	Y,Y,Y	N	Y
367	4.04 1994	Moscow Christian School of Psychology	1:00 pm	Federal Express	\$346,207	37%	Y	Y	Y	22	N	Y,Y,Y	N	Y

Projects in International
Development and Training



15 April 1994

WORLD LEARNING INC.

Founded in 1932 as
The U.S. Experiment in
International Living

Elizabeth Kvitashvili
USAID
Moscow

Dear Elizabeth,

Attached please find the results of the World Learning PVO/NIS Project Proposal review.

The introductory log sheet provides an overview of the findings.

A summary sheet of review committee recommendations has been provided for each of the proposals. The proposals fall into three categories: Recommended, Fundable with Modifications and Not Recommended.

In accordance with our previous discussions, some of the proposals in both top categories relate to health and may, at USAID's choice, be set aside for the upcoming health solicitation. These include the projects submitted by Magee (315), Project Hope (311), World Vision (330), IREX (340), and AIDS Infoshare (350). With the possible exception of the last one, we are virtually certain that these organizations will submit for the health solicitation, whether they are set aside now or not.

It is also possible that the Internews Network, Inc., proposal (322), as well as some others that were not ranked in the top categories might be appropriate for the Rule of Law Project. Others might be appropriate for USAID initiatives in the business development, environmental, and participant training sectors and/or for other USG programs. Whether they should be referred to alternative programs or included in this round of funding is USAID's call.

We are somewhat concerned about the Magee proposal. Although it was favorably reviewed in the programmatic area, which is the aspect that reviewers were supposed to focus on, a detailed analysis of the cost proposal by World Learning's PVO/NIS Project Finance Manager revealed some serious issues that need to be addressed if this proposal is not set aside.

There is also some question whether the Opportunity International proposal represents a new activity, or simply covers components of its existing grant that were not funded when AID/Washington authorized a lower funding level than requested for the original project. A reading of the original proposal suggests the latter.

We would be happy to supply additional comments on other proposals at your request. We are confident that your decisions will be wise, and look forward to them.

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As has been the case in all of the World Learning proposal reviews, the exercise was conducted with objectivity. The results are frequently neither what was expected nor desired, but we believe the process itself is unimpeachable.

It is always a pleasure to work with you, and we thank you very much for your help and participation in this process.

Sincerely,

A handwritten signature in black ink, appearing to read "W. Thomas Kelly". The signature is written in a cursive style with a large initial "W" and "K".

W. Thomas Kelly
Director
PVO/NIS Project



WORLD LEARNING INC.
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International Living

World Learning Inc.
PVO/NIS Project Proposal Review
Moscow, April 6 - 10, 1994
Description of Review Process

1. Orientation (Wednesday April 6):

The 30 reviewers attended a half-day orientation session on Wednesday, April 6. They were given an overview of the proposal solicitation process and of the PVO/NIS Project in general.

Elizabeth Kvitashvili of USAID/Moscow gave a brief overview of the USAID program, focusing on existing and planned activities that may affect the final decision of USAID on the review committee's recommendations. She indicated that projects dealing with the health sector might be deferred for consideration in a larger health solicitation planned for the coming months.

Reviewers were divided into teams of two and each team was assigned four or five proposals to review. Teams were given copies of their assigned proposals, a summary of proposal requirements from the IFA, a description of the details of the review process, summary sheets from all proposals and evaluation scoring sheets. See a separate section of this Proposal Review Report for samples of all documents provided to the reviewers.

In response to a number of questions, reviewers were advised that the role of World Learning's PVO/NIS Project staff would be to moderate the review process, reserving any comments for the final session in which the recommendations would be finalized. Reviewers were advised which proposing organizations were already grantees as this constituted a special category within the terms of the IFA.

The PVO/NIS Project's Finance Manager explained the procedures and required documents for processing payment of reviewer's honoraria.

2. Proposal review (April 9):

Review teams convened at 9:00 and were given a two hour period to discuss with their teammates their individual findings prior to a general session.

The review session began with each two-person team expressing their findings on proposals that would fall into the not-recommended category on the first review. Each team in turn presented its comments on proposals which the team agreed should not be recommended. Other reviewers were able to ask questions of the reviewing team referring to the proposal summary sheets for the proposals that had been made available.

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By the end of the day, approximately two thirds of the proposals had been reviewed with 38 categorized as not recommended (including two proposals disqualified before review) and about a dozen falling into the recommended with modifications category.

Proposal review (April 10):

Beginning at 9:30, teams continued their presentations on the remaining proposals, most of which were in the recommended with modifications or recommended categories. Due to the fact that presenters went into more detail concerning proposals falling into these two categories, and review committee members had more questions, the session continued until after the lunch break.

After all proposals had been reviewed and categorized, the summary proposal requirements were examined again, and the overview of both existing and planned activities of USAID/Moscow were revisited. The upcoming health solicitation, Rule of Law and NET projects were highlighted as well as the possibilities under USIA programs. The review committee member from Deloitte-Touche confirmed that funding for business-related proposals existed under their project. The evolution of the PVO/NIS Project was explained including background information on the programmatic issues that this round was established to address.

The final session, intended to permit reviewers to reconsider their findings in light of the two days of discussion and prioritize their recommendations, resulted in the shifting of some proposals among the categories. For the most part this meant downward movement from recommended with modification to not recommended.

Because of time constraints, this final session had to be somewhat truncated, and reviewers nominated the five projects they most favored in the light of what was covered during the two days of discussion. Reviewers could chose among the projects categorized as recommended and recommended with modifications. Three recommended projects dropped and two recommended with modification proposals moved up as a result of this exercise.

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World Learning Inc.
PVO/NIS Project
Recommended
10 Proposals
Round III
March, 1994

<u>Number</u>	<u>Organization</u>
322	Internews Network, Inc.
316	World Institute on Disability (WID)
315	Magee Womancare International
328	Rodale Institute
332	Opportunity International
352	Project Harmony
338	Network of East-West Women
363	National Association of Social Workers (NASW)
317	Search for Common Ground
340	International Research & Exchanges Board (IREX)

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Fifth solicitation

“Health in Development”

**Projects in International
Development and Training**

PVO / NIS Project

May 23, 1994



WORLD LEARNING

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International Living

Dear Colleague:

We are pleased to announce a special Invitation for Application (IFA) for funding under the initiative sponsored by the U.S. Agency for International Development (A.I.D.) in support of U.S. private voluntary organizations (USPVOs) working in or expecting to work in the health sector in Russia. World Learning Inc. has been administering A.I.D.'s PVO Initiatives for the NIS Project since May of 1992. The core component of this new invitation is the solicitation and review of proposals leading to the award of grants to implement NGO development activities in Russia and encourage the growth of voluntarism. Proposals will be received, processed and reviewed in Moscow, not in the U.S., by World Learning and USAID/Moscow.

The present IFA promotes the development of health care in Russia only, emphasizing support to Russian health care non-governmental organizations (HC NGOs). Please read Sections II and III of the IFA closely. The enclosed materials describe the initiative and its background in more detail, including the grant application process and procedures, eligibility criteria, application formats, proposal evaluation criteria, and contact information for the USAID Mission in Russia.

Proposals under this third competitive solicitation are due on July 14, 1994 at World Learning's Moscow office. (Applicants refer to Section VII of the IFA for both mailing address and information.) USPVOs do not need to be registered with A.I.D. in order to be eligible to apply. The grant program has a minimum 25 percent private (cash or in-kind) match requirement. The enclosed Guidelines and Application Format, including the Cost Proposal format, must be strictly followed to insure consideration of your application for funding.

It should be also noted that this solicitation is being issued subject to the availability of funds. In this case, the processing of the AID funding for potential subgrants is underway at the time this IFA is being issued, but no subgrants will be awarded unless and until such funding is officially obligated by AID to World Learning.

Sincerely,



W. Thomas Kelly

Director

PVO Initiatives for the New Independent States

Enclosures

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INVITATION FOR APPLICATION (IFA)
Private Voluntary Organization Initiatives
for the New Independent States (PVO/NIS) Project

Solicited by World Learning Inc. (founded in 1932 as The US
Experiment in International Living)
May 25, 1994

Background and Application Guidelines

I. BACKGROUND

In 1992 the US Agency for International Development (USAID) launched a special program to help meet basic human needs of at-risk populations in the New Independent States of the former Soviet Union (NIS), while at the same time establishing and strengthening the emerging voluntary sector in the NIS. World Learning was competitively selected by USAID as the lead PVO to assist in the management of this activity.

The modality chosen for this special program was the collaboration of US Private and Voluntary Organizations (PVOs) with NIS non-governmental organizations (NGOs) who together would design and implement humanitarian and development assistance activities to increase the ability of needy people to provide for their own needs during this time of severe economic dislocation. Operational principles of the program included:

- Fostering voluntarism through technical assistance focused on:
 - a) developing organizational and administrative skills among managers of NIS NGOs;
 - b) enhancing fund-raising and other revenue-generating skills of new private voluntary organizations (NGOs), and
 - c) developing public policies to facilitate growth of local voluntary organizations.
- Increasing US private sector resources directed towards these development efforts by leveraging "matching" cash and in-kind resources to a level at which the USAID contribution to the proposed activity is not more than 75 percent of the total project effort.

II. PROGRAM OBJECTIVE

World Learning announces a competitive solicitation that focuses on enabling **Health Care (HC)** NGOs to respond to key public health problems in Russia by strengthening their administrative, management, human resources and service delivery capabilities. Special attention will be given to proposals that address women's and children's health and substance abuse (primarily alcoholism.)

This solicitation, which is for Russia only:

- Seeks to build the organizational and managerial capacities of Russian HC NGOs;
- Strengthen HC NGOs' abilities to design and implement cost-effective prevention, public awareness and service delivery strategies in key health care areas; and
- Foster, to the extent possible, service delivery networks and cooperative efforts among local Russian HC NGOs.

Proposals are welcomed from US Private and Voluntary Organizations (PVOs) which have programmatic and operational linkages to Russian NGOs. Submissions proposing activities in other NIS countries will not be accepted.

Recognizing the fact that virtually all health care in Russia has historically been controlled by and financially dependent on government, proposals will be considered whose Russian partner organizations are in the process of developing a non-government identity and will use the training and support of a funded proposal to realize NGO status.

Under this solicitation, USAID is giving priority to proposals whose program activities take place outside of Moscow City and St. Petersburg City. Priority sites will include the territories of the Far East, including northern areas bordering Alaska; Western Siberia; Urals; Volga and Don Regions; and other areas where humanitarian needs are high, especially the North Caucasus. Proposals in which the local Russian partner organizations are located in Moscow City or St. Petersburg City will not be excluded, but they must explicitly demonstrate how affiliate offices outside of their cities benefit from their proposed project.

Proposals from existing subgrantees under the PVO/NIS Project will also be accepted under this solicitation, so long as they are consistent with the objectives noted above and do not represent additional funding for activities currently supported by World Learning/USAID.

US PVOs are expected to partner with Russian NGOs for all aspects of project design and implementation. USAID expects the US PVO to add value to the efforts of its Russian NGO partner(s) through provision of equipment, medicines and supplies, technical assistance and training in such areas as treatment and diagnosis, administration, public awareness and education initiatives, human resource development, strategic planning and financial management.

III. GRANT GUIDELINES

a) TECHNICAL PROPOSAL

In addressing the objectives outlined in Section II above, activities should assist the Russian voluntary organization's contribution to the development of an effective HC NGO sector. More specifically, proposed projects must:

- (i) Support pilot/model activities and new initiatives which foster the development of a viable

NGO health program or activities, demonstrate effective interventions and facilitate replication;

(ii) Provide training and technical assistance, and/or equipment and commodities, to enhance the administrative, management and service delivery capacities of Russian HC NGOs. To the extent possible, this assistance should lead to cooperation/joint programming among regional Russian HC NGOs;

(iii) Support commodity and equipment costs linked to the strengthening of local HC NGOs; and

(iv) Leverage, to the extent possible, private sector resources over and above the 25 percent minimum matching requirement.

Total funding for this solicitation will not exceed \$6.5 million. Proposals may request funds for a maximum of two years and the USAID contribution should be limited to between \$375,000 and \$750,000. All proposals must include a private (cash or in-kind) match of no less than 25% of total project costs. Approximately 10-20% of the USAID-funded budget for each subgrant should be allocated to the procurement of commodities such as equipment, medicines and supplies for use by the Russian HC NGO. **All awards will be made subject to the availability of funds.**

Proposals must be submitted in the format outlined in Attachments 1, 2, and 3 to this solicitation. Proposals which request more than the \$750,000 maximum grant award level will not be considered for funding. (See Section VI. PROPOSAL REVIEW AND GRANT APPROVAL PROCESS for additional details.)

Please note that in-depth information is being requested about the Russian NGO partner. Proposals are expected to:

(1) reflect honestly the differences in experience and capacities of Russian and American partners, and (2) outline appropriate roles for the partners which strengthen the Russian NGO while respecting its abilities.

b) COST PROPOSAL

Budgets should include sufficient detail and explanatory notes to facilitate review. They should conform to the instructions in Section V (below), indicating clearly which costs are to be covered with USAID funds, which costs are covered by private contributions, and, where applicable, what funds are covered by another US federal agency. Note that the latter funds will not be counted as "matches."

Budget notes should clearly identify which cost items are earmarked for the Russian NGO and which items are US activities and expenses. Funds may be requested for a maximum period of two years. Cost proposals should include funds for an external mid-term evaluation and an OMB A-133 audit (See Section V). A format for the budget is provided in Attachment 3.

Organizations which budget for indirect costs should include a copy of the most recent Indirect Cost Rate Agreement as negotiated with their cognizant US federal agency. Organizations not

having such a rate agreement with the federal government should describe how the indirect cost rate is derived if one is to be used. No profit or fees are payable under grants.

All US PVOs, whether registered with USAID or not, must submit a copy of their most recent audited financial statement.

c) PROGRAM RESTRICTIONS

In addition to the limitations indicated in Section II. PROGRAM OBJECTIVE, above, PVO/NIS Project grants will not finance projects which are academic or research-oriented (including feasibility studies), sectarian or politically partisan, or which indicate that a disproportionate share of grant funds will favor US activities over Russian activities. Proposals designed primarily to establish a US PVO's presence in Russia will not be considered. Projects based on short-term exchanges of individuals and shipments of commodities will not be considered.

As noted in Section II, above, this solicitation is for projects in Russia only. Projects for other NIS states are not eligible for this particular solicitation. **Final grant awards are subject to the availability of funds.**

IV. MATCHING REQUIREMENTS

All grant activities will be cost-shared by the proposing partner organizations, with USAID support not to exceed 75 percent of the estimated costs of the project. Priority will be given to proposals which meet project guidelines and demonstrate ability to leverage substantial private resources over and above the 25 percent minimum. The match may be cash or in-kind contributions. Funds received from the US Government or USAID intermediaries are not allowable sources for the match.

Grant applications must identify all critical sources of support for the project including private and public cash receipts and in-kind contributions of goods and services which directly support project activities. Applications must specify whether matching contributions are in hand, or when they are expected, and/or include a plan for when over the two-year life of the proposed project the minimum 25 percent private contribution is to be in place.

Criteria for eligibility of the non-federal contributions are set forth in OMB Circular A-110, Subpart C. OMB Circular A-110 is available from: The US Government Printing Office, Superintendent of Documents, Washington, DC 20402; OR Publications, OMB, New Executive Office Building, Room G-236, Washington, DC 20503. (tel. 202-395-7332).

V. ELIGIBILITY CRITERIA

The lead US PVO partner must be a legally incorporated not-for-profit organization with US 501(c)(3) Internal Revenue Service status. Organizations not registered with USAID must:

- submit a copy of their IRS determination letter;

- indicate which type of tax-exempt status held; and
- indicate financial capacity and ability to comply with USAID regulations (including the provisions of OMB Circular A-133, available at the address given immediately above) and reporting requirements.

Proposals may be submitted by coalitions of US PVOs. In such instances, the proposal must clearly detail members' roles and responsibilities, and indicate which organization is designed as the lead organization. Note that subgrants will be negotiated with, and awarded to, the lead PVO.

VI. GRANT APPROVAL PROCESS

World Learning is responsible for soliciting and reviewing all proposals submitted for consideration under the PVO/NIS Project. During the course of review, applicants may be asked for clarifying information on either the Technical or Cost Proposal. During the review process, priority will be given to those applicants demonstrating the following:

- a record of providing development assistance to indigenous groups through domestic or international projects;
- experience working with grassroots organizations, fostering voluntary community action;
- capacity to leverage private sector resources over and above the 25 percent minimum required "matching" contribution;
- awareness of HC NGO activities already underway in Russia, and willingness to build on these activities;
- ability to field staff persons with local language capability; and
- full involvement of the local partner in the planning and execution of the project, including exchanges of financial information.

Based upon reviews for responsiveness to project guidelines, financial feasibility and organizational capacity as outlined in this solicitation, World Learning will present a slate of the most responsive and feasible proposals to USAID for final review and decisions.

Grant agreements will then be negotiated with successful applicants. Agreements will be signed by the US PVO directly with World Learning and will specify the level, terms and conditions of the grant. Unsuccessful applicants will be notified in writing.

VII. PROPOSAL SUBMISSION PROCEDURES

Proposals must contain the two (2) cover sheet pages (Attachment 1) and must follow the format described in Attachment 2. The Technical Proposal should not exceed 25 pages in single-spaced format, printed only on one side. Technical and Cost Proposals may be submitted as one document, with each section clearly marked. All proposals should: 1) contain a Table of Contents 2) have consecutively numbered pages and 3) include the enclosed CHECKLIST. Please do not submit proposals in three ring binders or velo binding. Any annexes should be limited to 15 pages and should be directly relevant to the requirements of this solicitation. Unnecessary annexes are discouraged.

An original and four copies of the proposal must be received by World Learning/Moscow by 5:00 p.m. on July 14, 1994. Proposals should be addressed to the attention of:

Peter P. Mahoney,
Field Director, PVO/NIS Project
World Learning Inc.
41 Prospect Vernadskogo Room 834
Moscow, 117947 Russia

Faxed, e-mailed, or late proposals will not be accepted. Please direct all questions on the project, the guidelines, or the application process to: World Learning's Moscow Office, Phones: (7 095) 956-5003; (7 095) 432-5773; or (7 095) 430-87-30; Fax: (7 095) 956-5003, E-mail: wldlearn@glas.apc.org

**ATTACHMENT 1
GRANT APPLICATION SUMMARY
PVO Initiatives for the New Independent States (PVO/NIS) Project**

Date of Application:
Applying US Organization:
Address:

Phone:
Fax:
E-Mail:

Contact Person:
Title:

USAID Registered (Y or N):
IRS status:

Name of Primary Russian NGO/Partner:
Address:

Phone:
Fax:
E-Mail:

Contact Person:
Title:

Location of Project Activities:
City(ies):

Total Project Budget: \$ _____
Amount Requested of USAID: \$ _____

PVO

USAID

Year 1: \$ _____ Year 1: \$ _____
Year 2: \$ _____ Year 2: \$ _____
Amount/% of Match: \$ _____ / _____ %

Description of Match

Year 1: \$ _____ Year 2: \$ _____
cash: \$ _____ cash: \$ _____
in-kind: \$ _____ in-kind: \$ _____

**ATTACHMENT 1
SUMMARY PAGE**

Page 2

Date of Application:

Applying US Organization:

Summary of Proposed Project:

Briefly summarize information on Russian NGO/Partner:

**ATTACHMENT 2
GRANT APPLICATION FORMAT**

Page 1

PVO Initiatives for the New Independent States (PVO/NIS) Project

COVER PAGES: Please complete the two-page Application Summary (see Attachment 1 to this solicitation).

TECHNICAL PROPOSAL:

1. EXECUTIVE SUMMARY

- a) Briefly introduce the lead US and Russian organizations and describe the project to be supported, including goal(s), purpose(s) and anticipated results.
- b) Briefly describe the technical and managerial resources of the US organization. Describe how the project will be managed.

2. ORGANIZATIONAL CAPABILITY - US Organization(s)

- a) Provide a brief history of the organization. Describe its organizational structure, affiliations (religious, ethnic, business, etc.), general purpose and goals.
- b) Indicate the organization's annual budget and sources of funding. Discuss any previous experience managing USAID, other government agency, or private funding.
- c) Discuss the compatibility of the proposed project with the organization's goals.
- d) Describe track record with development projects in the sector areas targeted by this project.
- e) Describe past/current programs in Russia, if any.
- f) Describe previous experience with partnership relationships.

3. ORGANIZATIONAL CAPABILITY - Russian Organization(s)

- a) Provide a brief history of the organization. Describe its organizational structure, affiliations (religious, ethnic, business, etc.), general purpose and goals.
- b) Indicate the organization's annual budget and sources of funding. Discuss any previous experience seeking and managing funds.
- c) Discuss the compatibility of the proposed project with the organization's goals.
- d) Describe track record in the sector areas targeted by this project.
- e) Describe previous experience with partnership relationships.

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4. PROJECT CONCEPT/MANAGEMENT PLAN

- a) Describe the project and what needs it is expected to meet and how it will accomplish meeting these needs. Discuss the geographic location of project activities and how it was selected.
- b) Describe how the proposed project fits the goals and objectives of this solicitation.
- c) Discuss the nature of the partnership between the Russian and American NGOs, including any past, current or planned activities.
- d) Describe the role of the Russian NGO in the planning of this project.
- e) Describe proposed monitoring and evaluation plan and specify key indicators. Include an Implementation Plan which highlights the timing for carrying out major project activities.
- f) Discuss how the proposed project is to be/could be replicated once this funding commitment ends and the anticipated lasting impact of the project.
- g) Describe how the project will be managed, in the US and in Russia, and the qualifications of key personnel, including language ability.
- h) If the proposal is submitted by any subgrantee, US or Russian, currently funded under the PVO/NIS Project, describe accomplishments to date under the current grant and realistic expected accomplishments at grant-end. Discuss previously planned objectives which will not be met and why. Describe how this proposed project will complement but not duplicate previously funded activities, if at all.

5. COST PROPOSAL

(FINANCIAL PLAN):

- a) Submit a complete, detailed line item budget following the format provided in Attachment 3; include a detailed narrative description supporting the costs budgeted. Costs must be attributed to sources of funding, clearly indicating which costs will be covered by PVO/NIS Project funds.
- b) Describe the plan for obtaining the private match contribution. Indicate if these funds are in hand or planned, and the timetable for securing them if applicable. Describe how in-kind contributions are recorded and valued.
- c) Describe general procedures for reporting US and Russian office expenditures.
- d) Describe familiarity, if any, with USAID reporting requirements.
- e) Provide an annual institutional budget of the US PVO partner for the last fiscal year, the current year and the next year, which indicates major sources of support.
- f) If the US PVO partner is not registered with USAID, provide explanations and attach documents that may be required, as described in Sections IV and VI.
- g) Clearly delineate in budget notes costs for US and Russian expenses.

PVO/NIS PROJECT---COST PROPOSAL FORMAT---ATTACHMENT 3

BUDGET SUMMARY: In U.S. dollars (\$0)

FUNCTION (specify)	A.I.D.		PVO		TOTAL CONTRIBUTION		
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
	YEAR 1	YEAR 2	YEAR 1	YEAR 2	A.I.D	PVO	TOTAL
I. Personnel:							
II. Procurement:							
III. Travel & Transportation:							
IV. Communications:							
V. Other Direct Costs:							
VI. Evaluation:							
VII. A-133 Audit Costs:							
VIII. Indirect Costs:							

TOTAL

** PVO Match = ** %

** PVO Match = PVO Contribution divided by the Total Contribution (column "f" divided by column "g");
25% cash/in-kind match is required.

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PVO/NIS PROJECT---COST PROPOSAL FORMAT---ATTACHMENT 3

LINE ITEM BUDGET: In U.S. dollars (\$0)

PAGE OF

PVO: _____	Year 1		Year 2		TOTAL - Years 1-2		
	(a) A.I.D.	(b) PVO	(c) A.I.D.	(d) PVO	(e) A.I.D.	(f) PVO	(g) TOTAL
					(e)+(c)	(f)+(d)	
I. PERSONNEL							
A. Program - NIS							
B. Program - US							
C. Administration - NIS							
D. Administration - US							
E. Benefits (A-D)							
SUBTOTAL	-----	-----	-----	-----	-----	-----	-----
II. PROCUREMENT							
A. Office Equipment & Supplies (Specify)							
1.							
2.							
3.							
4.							
SUBTOTAL	-----	-----	-----	-----	-----	-----	-----
B. Consultants (exclude evaluation costs)							
1. Local							
2. External							
SUBTOTAL	-----	-----	-----	-----	-----	-----	-----
C. Services (exclude evaluation costs)							
1.							
2.							
3.							
SUBTOTAL	-----	-----	-----	-----	-----	-----	-----
D. Other (Specify)							
1.							
2.							
3.							
SUBTOTAL	-----	-----	-----	-----	-----	-----	-----
III. TRAVEL & TRANSPORTATION							
(Personnel and Consultants only)							
A. Airfare							
B. Per Diem							
C. Local							
D.							
SUBTOTAL	-----	-----	-----	-----	-----	-----	-----

**ATTACHMENT 4
EVALUATION CRITERIA**

PRINCIPAL CATEGORIES/EVALUATION WEIGHT (Total possible points: 100)

Organizational Capability - US PVO Partner (25 Points)

- Track record/previous relevant experience
- Compatibility of project concept with organizational goals
- Past/current programs in Russia and/or understanding of key health care needs and local environment
- Experience managing federal, state and/or private funds
- Demonstrated financial stability and institutional ability to carry through on commitments in the event of an award

Organizational Capability - Russian NGO Partner (10 Points)

- Track record/previous relevant experience
- Compatibility of project concept with organizational goals
- Understanding of local environment and health care needs
- Ability to carry through on commitments in the event of an award
- Participation in planning and design of project
- Size of NGO and demonstrated need for partnership

Project Concept/Management Plan (45 points)

- Compatibility of project concept with solicitation and current situation in Russia; awareness of on-going HC NGO activities
- Appropriateness of roles proposed for partners
- Quality and appropriateness of proposed monitoring and evaluation plan
- Ingenuity of project concept or approach
- Potential for replication or expansion of proposed project
- Potential for lasting impact of proposed project
- Qualifications of proposed staff (technical, medical, training, language, experience in/out of NIS)
- Demonstrated interest and commitment of partners and evidence of their compatibility
- Appropriate interventions proposed to address project goals and objectives
- Potential for significant impact on the development of HC NGOs in Russia
- Geographical location of project activities outside of Moscow City and St. Petersburg City

Financial Plan (20 points)

- Completeness of budget
- Appropriateness of costs
- Degree to which financial plan leverages/maximizes private resources over and above the required 25% contribution
- Degree to which the budget favors Russian activities over US office activities
- Demonstrated ability to comply with USAID regulations

ATTACHMENT 5

If you wish to direct any questions to USAID/Moscow, you may contact them at:

USAID/MOSCOW

Bolshoi Devyatinskiy pereulok, 6

Moscow, Russia

tel: 7-(095) 956-42-81

fax: 7-(095) 956-70-92/93

Mailing Address

c/o American Embassy Moscow

PSC 77

APO AE 09721

Contact:

Jack LeSar, Health Advisor

Jeannie Bourgault, NGO/PVO Advisor

Elisabeth Kvitashvili, Special Projects Officer

Please note: actual proposals should be sent directly to World Learning/Moscow as listed on page 6 of this IFA.

ATTACHMENT 6

DOCUMENT DELIVERY TO MOSCOW

Today, sending important papers to Moscow is relatively easy and in the end demands little more than proper planning and a small amount of paper work. To help you in your proposal submission, this overview will identify three express delivery companies with service to Moscow. *Note: When sending, it is important to fill in mailing address exactly as it appears in Section VII of the IFA. (Also be sure to include telephone numbers.)*

UNITED PARCEL SERVICE (UPS)

The most cost-effective package is the UPS Letter at \$55. The alternative is the UPS Pak which costs between \$75-\$85. Both mailing packages read either Next Day Air or 2nd Day Air and can be obtained at your local UPS shipment center. Actual delivery requires at least three business days.

With the UPS Letter, there are no restrictions in weight or # of pages, assuming of course that your documents fit (by our calculations approximately 150 pages with a sturdy clip). Alternatively, due to its flexible nature, the UPS Pak can hold more pages as well as more cumbersome documents. It is more expensive, however, as cost depends upon weight. For questions, or assistance with the International waybill, contact your local UPS office or call UPS International Customer Service Center at 1-800-782-7892.

FEDERAL EXPRESS

For a Federal Express Letter the cost is \$65.50. The alternative is the Fed Ex Pak which costs between \$70-\$85 for a 2-3 lb. package. Shipping time is approximately three business days. As with UPS there are no weight or size restrictions with the Fed Ex Letter and you can also fit 150 pages with a sturdy clip. The FedEx Pak is exactly like the UPS Pak in its size and capacity.

It is important to ask for the most current waybill. Recently there have been up to three different ones circulating. For questions or assistance with the international waybill, contact your local Federal Express office or call Fed Ex Customer Service, 1-800-247-4747.

DHL

For a DHL Express Document the cost is \$71; Express Flyer packages for a 2 lb. package is \$86 and a 3 lb. one is \$101. The Express Document is similar in style to the UPS/Fed Ex letters and the Express Flyer to the UPS/FED Ex Paks. Delivery time takes 4 days and Saturday and Sunday make up one day. For questions or assistance with the international waybill, contact your local DHL office or call 1-800-call-DHL.

**Unless you have an account with these services you will have to use your local offices in order to obtain supplies and as package drop off points.*

**World Learning
Invitation For Application
for Russia
Due July 14, 1994**

CHECKLIST of Documents to Enclose with Proposal

IRS evidence? _____

Indirect Cost Rate Agreement or
Explanation? _____

Last year's budget? _____

Current year's budget? _____

Next year's budget? _____

Original & 4 copies of proposal? _____

Audited financial statement? _____

Attachment 1 (2-page Grant
Application Summary) attached to
original & all copies? _____

Pages w/in limit? _____

* Missing items may render the proposal ineligible.
This CHECKLIST must accompany your proposal.



WORLD LEARNING INC.

Приглашение на участие в конкурсе по распределению грантов.

Проект "Частные добровольные организации в Новых независимых
государствах" (PYO/NIS project)

(перевод основного текста)

Новый раунд проводится американской организацией "Уорлд
Лёрнинг"

(Организация была создана в 1932 году под названием "The
U.S. Experiment in International Living")

25 мая 1994 года

1 История проекта

В 1992 году по инициативе Агентства по Международному Развитию США начала осуществляться специальная программа гуманитарной помощи нуждающимся слоям населения в республиках бывшего Советского Союза. Одновременно программа была направлена на развитие и укрепление третьего сектора.

Американская организация "Уорлд Лёрнинг" была избрана на конкурсной основе для осуществления контроля за выполнением программы Агентства по Международному Развитию США.

Программа предусматривала совместную работу американских частных и общественных организаций и неправительственных организаций в республиках бывшего Советского Союза по разработке и осуществлению гуманитарной и технической помощи нуждающимся слоям населения в условиях сложной экономической ситуации.

Проекты, представленные на рассмотрение должны были отвечать двум основным требованиям:

* способствовать развитию третьего сектора:

- а) повышая квалификацию руководящего аппарата неправительственных организаций в республиках бывшего Советского Союза,
- б) совершенствуя технические навыки развития фондов организаций третьего сектора,
- в) способствуя развитию благоприятной общественной базы для развития неправительственных организаций;

* расширять степень участия американских частных организаций в процессе развития неправительственных организаций в республиках бывшего Советского Союза с помощью использования ими дополнительных источников финансирования программ (финансовым и материальным) таким образом,

1992

чтобы размер гранта со стороны Агентства по Международному Развитию не превышал 75 % общей стоимости проекта.

2. Цель нового раунда распределения грантов

Американская организация "Уорлд Лёрнинг" объявляет о начале нового раунда распределения грантов среди некоммерческих организаций США для совместной работы с российскими партнёрами. Распределение грантов будет осуществляться на конкурсной основе. **Программы, направляемые на конкурс, должны быть нацелены на совершенствование организационной структуры, системы управления повышение качества предоставляемых услуг российскими некоммерческими организациями работающими в области медицинского обслуживания. Особое внимание будет уделяться проектам, связанным с предоставлением медицинского обслуживания женщинам и детям, а также с решением проблем алкоголизма и наркомании.**

Участие в новом раунде могут принять только некоммерческие организации Российской Федерации.

Проекты, представляемые на конкурс, должны соответствовать следующим требованиям:

- совершенствовать организационную структуру и систему управления российских некоммерческих организаций, работающих в области здравоохранения;
- усиливать возможности российских неправительственных организаций, работающих в области медицинского обслуживания по разработке и осуществлению недорогостоящих программ ранней диагностики и профилактики заболеваний, работы с населением и методов медицинского обслуживания в основных областях здравоохранения;
- совершенствовать систему предоставляемых услуг и развивать сотрудничество между российскими некоммерческими организациями, работающими в области здравоохранения.

Заявки на грант будут приниматься от американских частных и общественных организаций при наличии у них совместных рабочих проектов с российскими неправительственными организациями. Заявки на грант от организаций, расположенных на территории других республик бывшего Советского Союза, **приниматься не будут.**

Принимая во внимание тот факт, что исторически сфера здравоохранения в России контролировалась и финансировалась государством будут рассматриваться заявки, в которых российский партнёр находится в стадии преобразования из государственной в

некоммерческую организацию и сможет использовать консультативную, образовательную и финансовую поддержку для создания самостоятельной неправительственной организации.

Преимущества будут иметь организации расположенные вне Москвы и Снт.Петербурга, а также организации Дальнего Востока, включая северные территории, граничащие с Аляской, Западной Сибири, Урала, Волги и Дона и другие территории, такие как Северный Кавказ, где высока потребность в оказании гуманитарной помощи. Заявки от московских и петербургских организаций также будут рассматриваться, но они должны чётко показать какую практическую пользу от их программ будут иметь их филиалы в других регионах России.

Заявки на грант будут приниматься и от ранее субсидированных проектов при условии, что их программы соответствуют целям данного раунда и не являются продолжением проектов, получивших гранты в предыдущих раундах.

Американские частные общественные организации должны разрабатывать и осуществлять свои проекты в тесном сотрудничестве с российскими неправительственными организациями. Агентство по Международному Развитию США надеется, что американские партнёры помогут российским организациям с оборудованием, медикаментами необходимым для осуществления проекта, а также проведут обучение по вопросам лечения, ранней диагностики и профилактики заболеваний, вопросам управления, стратегического и финансового планирования, работы с населением и подготовкой кадров для сферы медицинского обслуживания.

3. Основные требования.

а) Заявка на грант

В соответствии с вышесказанным (пункт 2), проекты, представляемые на конкурс, должны способствовать развитию эффективных организаций медицинского обслуживания третьего сектора в России и отвечать следующим требованиям:

- обеспечивать создание и поддержку пилотных проектов в области медицинского обслуживания с целью последующего распространения опыта;
- проводить обучение или предоставлять техническую помощь/оборудование для совершенствования систем управления и организационных структур российских неправительственных организаций в области здравоохранения, расширение их возможностей по предоставлению медицинских услуг, что в свою очередь создаст условия для разработки совместных проектов и сотрудничества между российскими организациями, работающими в этой области;
- предусматривать материальные и другие затраты, связанные с развитием и усилением российских неправительственных организаций, работающих в области медицинского обслуживания;
- запрашиваемая на осуществление проекта сумма не должна превышать, по возможности, 75% от общей стоимости проекта;

Общая сумма гранта, выделенного на данный раунд будет не больше 6,5 миллионов долларов США.

Продолжительность программ - не более двух лет.

Минимальная сумма гранта - 375 тысяч долларов.

Максимальная сумма гранта - 750 тысяч долларов.

Заявляемые программы должны иметь дополнительные источники финансирования в размере не меньше 25% от общей стоимости проекта. В среднем от 10 до 20% средств, получаемых от Агенства по Международному развитию в рамках этого гранта, должны быть направлены на приобретение оборудования, медицинских препаратов и расходных материалов для российской организации-партнёра.

Программы, представляемые на рассмотрение, должны отвечать требованиям приложений 1,2,3. Программы на осуществление которых потребуется больше, чем 750 тысяч долларов, рассматриваться не будут (См. раздел 6. Рассмотрение заявок и утверждение грантов, дополнительные условия)

Обратите, пожалуйста, внимание!

Потребуется подробная информация о российской организации-партнёре.

В заявке должны быть чётко указаны различия в опыте и возможностях российского и американских партнёров, определена степень участия каждого партнёра в программе, конечной целью которой будет развитие и совершенствование структуры российской организации, и учтены возможности российской стороны.

б) Бюджет

Бюджет должен содержать конкретные суммы затрат с объяснениями статей расходов. Это поможет правильно оценить проделанную работу.

Он должен соответствовать положениям Пункта 5 (см. ниже).

В нём должно быть отражено, какая часть проекта будет профинансирована Агентством по Международному Развитию США, частными источниками, а также, когда возможно, другими федеральными агентствами США.

Обратите, пожалуйста, внимание!

Последний возможный источник финансирования не должен входить в 25%.

В бюджете должны быть чётко отражены статьи расхода российской и американской организации. **Средства будут представляться под программы длительностью не более 2-х лет.**

Расходы на независимых наблюдателей и аудиторскую комиссию, которые будут оценивать программу, должны быть включены в бюджет.

Все американские частные организации, независимо от их регистрации в Агентстве по Международному Развитию, должны будут представить копию заключения независимой аудиторской комиссии.

в) Ограничения

В дополнение к ограничениям по программе, с которыми Вы познакомились в разделе 2, в рамках этого проекта **не будут субсидироваться академические и научно-исследовательские программы, политические или религиозные программы, программы, направленные на развитие американской организации, а не российского партнёра.**

Заявки, содержащие предложения по открытию представительств американских организаций на территории России, а также предложения по программам краткосрочного обмена или перевозке грузов, приниматься не будут.

Ещё раз обращаем Ваше внимание - конкурс имеет ограничение: В конкурсе заявок смогут принять участие только организации Российской Федерации!

Проекты от организаций из других республик бывшего Советского Союза приниматься не будут!

Окончательное решение по распределению грантов будет принято после получения денег от американского правительства.

4. Требования, предъявляемые к программам.

На конкурс будут приниматься программы, на осуществление которых Агентство по Международному Развитию США должно будет выделить не более 75% средств от стоимости проекта. Преимущество будет отдаваться организациям, которые смогут убедительно доказать наличие других источников финансирования программ (25% или более от стоимости проекта, независимо от того, в каком виде будет осуществляться помощь по реализации проекта - например, это может быть денежный вклад или оборудование и т.д.).

Однако, средства из Госбюджета США не будут учитываться в указанных 25% стоимости проекта.

В заявке на грант должны быть указаны все наиболее важные источники финансирования проекта: частные вклады, вклады от общественных организаций, оборудование, помощь добровольцев, иными словами, всё, что может помочь в осуществлении проекта. В заявке необходимо отметить, когда уже получены или ожидаются средства из других источников.

5. Критерии отбора участников

Американская организация-партнёр должна иметь статус некоммерческой организации.

Организации, незарегистрированные в Агентстве по Международному Развитию США должны:

- представить документ о регистрации в налоговом управлении США;
- обозначить статус, по которому организация освобождается от налогов;
- описать финансовую состоятельность организации в соответствии с требованиями Агенства США по Международному Развитию.;

Существует возможность совместной заявки на грант от нескольких американских организаций. В этом случае в заявке должна быть чётко определена степень участия в проекте каждой американской организации и указана головная организация.

Обратите, пожалуйста, внимание: в этом случае грант будет предоставлен головной организации.

6. Утверждение грантов

Американская организация "Уорлд Лёрнинг" будет принимать заявки на грант, изучать их и давать заключения по ним.

Во время процесса ознакомления с заявками может понадобиться дополнительная информация либо по содержанию самого проекта, либо по его бюджету.

Преимущества будут иметь организации, которые:

- смогут убедительно продемонстрировать в заявке направленность проекта на развитие и совершенствование структуры российской организации;
- имеют опыт работы с российскими общественными организациями и группами, работающими в области третьего сектора;
- имеют дополнительные источники для реализации проекта (25% от стоимости проекта должны составлять средства, получаемые из других источников (кроме американского правительства));
- владеют информацией о работе организаций медицинского обслуживания третьего сектора в России и хотят участвовать в работе российских организаций;
- имеют сотрудников, владеющих русским языком;
- работают в тесном партнёрстве с российскими организациями по планированию и реализации проектов, обмениваются финансовой информацией;

Лучшие проекты, соответствующие всем требованиям данного раунда распределения грантов (соответствие программы, бюджета, организационной структуры), будут представлены "Уорлд Лёрнинг" в Агентство по Международному Развитию США для окончательного отбора.

Победители конкурса будут приглашены на обсуждение условий соглашения по выделению гранта.

Конечным итогом станет подписание контракта по гранту между "Уорлд Лёрнинг" и американской организацией.

Организации, заявки которых будут отклонены, получат письменное уведомление.

7. Порядок подачи Заявки на грант

Пакет документов, представляемый на соискание гранта, должен содержать 2 (два) титульных листа Аннотации к Заявке на грант (Grant Application Summary), заполненных в соответствии с формой Приложения 1, а также Заявку на грант (Grant Application Format), составленную в соответствии с Приложением 2. Описание проекта должно быть изложено не более чем на 25 машинописных страницах через один интервал. Описание проекта и Предложение по затратам могут быть представлены как один документ, в котором четко выделены конкретные разделы. Все предложения должны:

- содержать оглавление
- иметь последовательную нумерацию страниц
- содержать перечень документов

Объем приложений к основному документу не должен превышать 15 страниц. Приложения должны иметь непосредственное отношение к требованиям, предъявляемым данным конкурсом проектов. Приложения, не имеющие непосредственного отношения к проекту, не рассматриваются.

Оригинал и 4 (четыре) копии заявки на грант должны быть представлены в московское представительство "Уорлд Лернинг" до 17.00 14 июля 1994 г.

Заявка на грант должна быть адресована:

г-ну Питеру Махони
региональному директору "Уорлд Лернинг"
Проект "Частные добровольные организации в Новых независимых государствах"
Россия, 117947, Москва, Проспект Вернадского, 41, комната 834.

Заявки, отправленные по факсу или электронной почтой, а также представленные позже указанного срока, не рассматриваются. По всем вопросам, касающимся проекта, направлений деятельности "Уорлд Лернинг", а также порядка подачи заявок, обращайтесь, пожалуйста, в Московское представительство "Уорлд Лернинг" по телефонам (095) 956-5003, (095) 432-5773, (095) 430-8730, факс (095) 956-5003, E-mail: widlearn@glas.apc.org.

AGENDA

Information Day Conference
Health IFA

World Learning Inc.
41 Prospect Vernadskogo, 2nd Floor
June 8, 1994



WORLD LEARNING INC.

Founded in 1932 as
The U.S. Experiment in
International Living

- 09:30 Registration and Coffee
- 10:00 Introduction and Overview of Program:
Peter P. Mahoney, World Learning Inc.
- 10:15 Program Objectives of the IFA:
Dr. John LeSar, USAID
- 10:45 Questions
- 11:15 Coffee Break
- 11:30 Packet Information and Introduction to Panel:
Ruth Pojman, World Learning Inc.
- 11:45 Panel Discussion: Other Health Programs
Phoebe Yager, AIHA
David Boyd, Abt Associates
Rachel Mays, Magee Womenscare International
- 12:45 Questions
- 13:00 Informal Discussions

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WORLD LEARNING INC.

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Dear Proposal Reviewer,

June 29, 1994

Thank you for agreeing to participate in our proposal review process. Enclosed is a copy of the IFA to familiarize you with the grant guidelines, as well as a 1420 form you need to fill out.

The tentative review schedule is planned as follows:

July 18, Monday 9 a.m. (2-3 hours) (at World Learning)	Orientation, meeting of team members. Explanation of process and objectives. Review of information/evaluation packet.
July 19-22 (at home)	Reading, evaluation of proposals, complete score sheets, meet with team partner.
July 22 1 p.m.-5 p.m.	Review committee meets. Discussion with team members, team presentations.
July 23 9 a.m. -5 p.m.	Review committee meets, team presentations continue.
July 24 9 a.m. - ? (please do not plan evening activities in the event that the committee process has not wrapped up by 5 p.m., Thank you).	Discussion and ranking of proposals. Final recommendations.

By July 12, we will send you the review materials including score sheets, sample written review comments for A.I.D. from previous grant rounds and summary write up guidelines (so you will have a better idea of what we are working towards), and your team assignments.

On July 18, an information packet will be given out with extra score sheets, list of proposals, and other logistical information. In addition, the packet will include current project information, summaries of all proposals received (not just the ones you will be evaluating), a

list of reviewers with their addresses and a summary of their backgrounds. **Remember to bring along your copy of the IFA and your score sheets.**

Pre-review process - prior to the formal review session, you will receive your team assignment (teams are comprised of 2 persons each), copies of the proposals you will review, and score sheets. We are not yet certain of the number of proposals which we will receive (proposals are due in to World Learning by Thursday July 14, at 5 p.m.), but we are working to ensure that no team will review more than 5 proposals each. We will assign proposals to you on the basis of sector expertise/interest as best we can. Please, let us know in advance if you anticipate or are aware of a proposal being submitted to us that could constitute a conflict of interest for you so we can make sure you do not get that proposal.

Conflict of interest - All of you, whether or not you have reviewed for us before, will receive a "conflict of interest" form. If you are aware of any proposal in this round that you have been consulted about, or will be employed in some way by, then, please advise us in advance of July 12 so we can make sure you do not review that (those) proposal(s).

Team presentations can be made by one or both members of the teams. For proposals not highly ranked, presentations/summaries should be BRIEF. The presentations will be timed and when the timer goes off the presentation will end. In your presentation give your overall impression of the proposal (e.g. good, bad, focused, scattered, etc.). Discuss appropriateness and fit to the sectors outlined in the IFA. Speak to previous experience in the region or the type of work, the Russian partner and viability of the proposal as structured. Comment on budget and finance if comfortable. Ideally, you should limit your remarks to one sentence on each of the above areas after your summary. Only if a team member has disagreed strongly should the other member comment. Obviously for proposals you like, a few more words can be said, but save your strongest defense for the actual ranking sessions.

Ranking - will be the most intensive of the sessions. If we have many proposals, there will be extensive discussion and many presentations, so be prepared to be brief and cogent in your presentations, flexible and good humored, and we will get through the difficult ranking process. We want to come to a consensus, at least on those proposals to be recommended to A.I.D. for funding. We recommend that you prepare pre-written summaries of the proposals you have reviewed, if you find the ones supplied with the proposals lacking. This will also help you make more succinct presentations, and facilitate your final summary write up work. In contrast to oral summaries, written summaries, especially for those programs not recommended should not be brief. They should be thoroughly analyzed and discussed according to the guidelines in the write-up sheet.

Refreshments will be provided at the orientation and at all review committee meetings, as well as lunch on Saturday and Sunday. The World Learning staff will be on hand throughout the process to answer questions, provide administrative support, to provide back-up reviews, and a third voice to those teams in complete disagreement over a proposal.

Please fill out the 1420, and be sure to **include your social security number if you have one.** We would ask you to send or fax this to us by July 8, as well as a paragraph covering your educational and professional experience (we have included some previous short bios as examples). Please also let us know in advance if you foresee a conflict of interest. We will notify you in further detail and provide you with any other pertinent information by July 12. We will be providing an honorarium based on previous salary history.

Please, do not hesitate to call us at 956-5003, or 432-5773 if you have any questions. Thank you once again, and we look forward to working with you.

Yours Sincerely,

Ruth F. Pojman

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MEMORANDUM

WORLD LEARNING

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TO: Review Committee Members

FROM: World Learning, Inc.

RE: Summary Write-Ups

DATE: July 8, 1994

The Summary Write-Ups of proposals are the most important documents of the review process. They are the written record of your review of proposals. They are given to USAID to assist them in their review process, and they are used to give feedback and advice to proposing organizations.

The write-ups should be carefully thought out. You should refer to your comments on the score sheets, as well as to the Evaluation Criteria in Attachment 4 of the IFA. The tone of the write-ups should be authoritative and respectful of the proposers.

Following are some guidelines to help you better prepare these write-ups:

Summary of Comments on Local Partner

This section should be relatively brief, several paragraphs at most. This is primarily an informational as opposed to analytical section, and can usually be taken mostly verbatim from the proposal, either from the Summary Page(s) or the Organizational Capability -- Russian Partner section. It should include a brief description of the history, the goals and the structure of the local partner. Annual budget information, if provided in the proposal, should also be included.

Questions which this section should answer:

- 1) Is the local partner an NGO? Is it registered?
- 2) How is the local partner organization structured? How are decisions made? Who has management responsibility?
- 3) What kind of work is the organization doing? What have they done in the past? Is the proposed project compatible with this?

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- 4) What is the annual budget of the organization? Where does their money come from?

Summary of Proposed Program

This section is also more informational than analytical, and can usually be taken verbatim from the Summary Page(s) of the proposal. Sometimes, however, the information in the Summary does not go far enough in listing the quantitative as well as qualitative aspects of what's being proposed. For example, if training is involved, identify how many training activities in each of the two years, of what content, how many trainees, where, etc. Numbers, if applicable, are important to indicate scale. Additional information can be found in the Program Concept/Management Plan section of the proposal. This section should provide enough information so that someone who has not read the proposal would have a basic knowledge of the proposed program.

Questions which this section should answer:

- 1) What is the work that will be done?
- 2) How will the work be done?
- 3) Who will do this work? What will the US partner do? What will the local partner do?
- 4) Where will the work be done?
- 5) What are the outcomes of the work? What will be accomplished by the program?

OVERALL COMMENTS

1. Organizational Capability

This section should focus on an analysis of the strengths and weaknesses of the US partner. Some information about the history, goals and structure of the US partner, as well as information on the organization's annual budget (scale and size of proposing organization), major sources of funding, etc., should be included in this section. This can usually be found in the Organizational Capability -- US Partner section. This section should also include the reviewers' opinions of the information found in the proposal.

Questions which this section should answer:

- 1) Is the proposed program compatible with the organizational goals of the US partner? If not, why?
- 2) Does the US partner have any past or current programs in Russia? If so, briefly describe them.

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- 3) Does the US partner demonstrate an adequate knowledge and understanding of the current situation in Russia? If not, give examples from the proposal which support your view.
- 4) Does the US partner have the infrastructure to manage the size and complexity of the proposed program?
- 5) Does the US partner have experience managing federal, state or private funds?
- 6) Is the proposed budget for the program in line with the overall institutional budget of the US partner?

Program Concept/Management Plan

This is the key analytical section of the write-up. Reviewers need to delve into the information provided in the proposal, and formulate clearly-stated opinions on its worth. Opinions should always be supported with specific examples from the proposal.

Questions which this section should answer:

- 1) Is the proposed project compatible with the objectives of the IFA?
- 2) Are the interventions proposed appropriate to address the goals and objectives of the project? Is the approach innovative?
- 3) Is there evidence that the local partner participated in the preparation of the proposal?
- 4) What are the roles of the US partner and the local partner in the project? Are they appropriate?
- 5) What are the qualifications of the staff of the project?
- 6) Is the management plan complete? Are the lines of responsibility clear?
- 7) Is the evaluation plan clear and complete?
- 8) Does the proposed program demonstrate a significant chance for sustainability once AID funding is completed?
- 9) Will the proposed program have a significant impact on the development of health care in Russia?

3. Financial Plan

This section should contain reviewers' opinions on the budget in the proposal. Opinions should be supported by examples or information from the proposal.

Questions which this section should answer:

- 1) Is the budget complete? Are the proposed costs in line with the proposed project?
- 2) Does the budget reasonably reflect the cost of doing business in Russia?
- 3) Does the proposal demonstrate a clear plan for attaining the matching contribution?
- 4) Does the budget favor Russian activities over US office activities?
- 5) Does the US partner clearly demonstrate an ability to comply with USAID regulations as evidenced either by previous experience with US Government funding, by experience with other types of restricted or private funding, or quality of description of how they would expect to comply?

4. General Comments

This section should contain a summary statement of the reviewers' overall opinion of the proposal.

ROUND 4 PROPOSAL REVIEW
July 18-24, 1994 --

MEMORANDUM



WORLD LEARNING INC.
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TO: All Members of the Review Committee
FROM: Ruth Pojman/World Learning
DATE: July 11, 1994

First, I would like to thank you all for agreeing to participate in the Review Committee. I look forward to working with you.

Enclosed you will find an agenda, directions, summary write-up tips, a SAMPLE evaluation sheet and sample summary sheets of comments (3 total -- 1 recommended, 1 recommended with modifications, 1 not recommended) from previous proposal rounds. Please read through all of these, and familiarize yourself with them, as well as with the IFA you have already received.

You will receive your (3 - 5) proposals, final score sheets, a summary of all the proposals, disks with formats for evaluation write-ups, a list of all reviewers (with phone numbers and short bios) and other final information in a packet at the orientation Monday morning.

In addition twelve of you have been listed as "second-readers." As such you will be responsible for reading and scoring two additional proposals of those that remain after the initial cut on Saturday, July 23. You will not have to do a separate write-up for these two; only a thorough reading and scoring, though you are welcome to contribute your comments to the final proposal summary write-up. As a second reader you will provide a third voice to the original team members who have read and recommended a proposal.

If you are a second reader you will see that designation at the end of this memo. If you do not wish to participate as such, please advise me before orientation day. On that day a schedule of teams and second reader teams will be handed out.

The Write-up Process - each team is responsible for writing up a joint summary of comments for each proposal which you review. We urge you to write a first draft of your summary of comments before the review committee meets over the weekend. This will expedite the writing of your final summaries, and help you make your presentations. The deadline for summaries of proposals which are recommended is Monday July 25, 1994, by 5 p.m.. The deadline for all other summaries is Wednesday, July 27, by 5 p.m..

In contrast to the oral summaries and presentation given to the review committee, the written summaries should be detailed and thorough, especially for the "not recommended" group of proposal review write-ups. We expect you to turn in hard copies of your summaries as well

as diskettes in person. Be sure to hand these in on time - or even early!. We will provide you disks with templates for you to write your comments on. Please, let us know if you do not have an IBM compatible computer with Word Perfect or Microsoft Word (all but 6.0), and what size disks you will need. Please do your best to get a hold of compatible software.

Under the financial section, your comments are welcome but do not need to be detailed. A separate in-house financial review is being conducted for the recommended proposals. Of course, if financial considerations or poor/incomplete budget presentations influenced your decision not to recommend, then please include these comments.

Finally, while score sheets are included, you will find that they do not always adequately reflect how good or weak a proposal is. You should feel free to write extra notes and be prepared to make comments on summary reviews of your assigned proposals to the committee at large.

I would appreciate it if you could you please send me your SHORT biographies before July 12th preferably by email: [wldlearn @ glas.apc.org](mailto:wldlearn@glas.apc.org), if not by fax: 956-5003, Thank you.

At the orientation we will be providing each of you with a conflict of interest form. Fill this out after you know which proposals have been submitted, and which assigned to you, as only then will you know for certain whether you have any conflicts of interest.

If you have any questions or need more information, please call me at 432-5773, or 956-5003. Thank you once again and good luck!

WORLD LEARNING INC.
PVO/NIS PROPOSAL LOG SHEET
Round 4
Due July 14, 1994, 5:00 p.m.

July 14, 1994

#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident ? Y/N	5 Copies ? Y/N	# # Pgs .	Audit Statement? Y/N	Budget Past Current Next	ICR Y/N	501 (C) 3 Y/N
401	7.05 1994	Prosthetics Development Group International	4:20 pm	Federal Express	\$413,800	44%	Y	Y	Y	13	Y	N,Y,Y	N/A	Y
402	7.11 1994	Program for Appropriate Technology in Health (PATH)	10:00a m	DHL	\$380,961	25%	Y	Y	Y	21	Y	Y,Y,N	Y	Y
403	7.11 1994	The University of Iowa Foundation	10:10 am	By hand	\$713,400	31.9%	Y	Y	Y	10	Y	Y,N,N	Y	Y
404	7.11 1994	Magee Womancare International	10:50 am	Federal Express	\$730,350	19.9%	Y	Y	Y	18	Y	Y,Y,Y	N	Y
405	7.12 1994	International Rescue Committee, Inc.	9:30 am	DHL	\$400,000	33.3%	Y	Y	N (4)	7	Y	Y,Y,N	Y	Y

#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident ? Y/N	5 Copies ? Y/N	## Pgs .	Audit Statement? Y/N	Budget Past Current Next	ICR Y/N	501 (C) 3 Y/N
406	7.12 1994	Pittsburg Leadership Foundation	11:30 am	UPS	\$613,573	36.6%	Y	Y	Y	24	Y	Y,Y,N	Y	Y
407	7.12 1994	Pacific Institute for Research and Evaluation	11:30 am	UPS	\$739,448	40.8%	Y	Y	Y	25	Y	Y,Y,Y	Y	Y
408	7.12 1994	Central European Center for Health (CECHE)	3:10 pm	DHL	\$590,742	25.6%	Y	Y	Y	25	Y	Y,Y,Y	N/A	Y
409	7.12 1994	Operation Smile International	3:10 pm	Federal Express	\$730,896	43%	Y	Y	Y	20	Y	Y,Y,Y	Y	Y
410	7.12 1994	World Rehabilitation Fund, Inc.	3:10 pm	Federal Express	\$701,944	25.5%	Y	Y	Y	15	Y	Y,Y,Y	Y	Y
411	7.12 1994	Northwest Medical Teams International, Inc.	3:10 pm	Federal Express	\$734,703	78.5%	Y	Y	Y	17	Y	Y,Y,Y	Y	Y
412	7.12 1994	Lutheran Hospital-La Crosse	3:10 pm	Federal Express	\$537,815	36.6%	Y	Y	Y	21	Y	Y,Y,Y,	Y	Y

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#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident ? Y/N	5 Copies ? Y/N	## Pgs .	Audit State-ment? Y/N	Budget Past Current Next	ICR Y/N	501 (C) 3 Y/N
413	7.12 1994	American Medical Resources Foundation, Inc.	3:10 pm	Federal Express	\$230,699	25%	Y	Y	Y	17	Y	Y,Y,Y	N	Y
414	7.13 1994	Memorial Hospital of Rhode Island	9:15 am	DHL	\$749,929	27.3%	Y	Y	Y	20	N	N,N,N	Y	Y
415	7.13 1994	Frank Foundation/Child Assistance International, Inc.	3:50 pm	Federal Express	\$526,840	27.3%	Y	Y	Y	18	Y	Y,Y,Y	N	Y
416	7.13 1994	The People-to-People Health Foundation, Inc.	3:50 pm	By hand	\$748,908	33.5%	Y	Y	Y	25	Y	Y,Y,Y	Y	Y
417	7.14 1994	Environmental Enterprises, Inc.	12:20 pm	UPS	\$481,750	34.8%	Y	Y	Y	11	N/A	N/A	N	N
418	7.14 1994	Rotary International	12:20 pm	UPS	\$750,000	35.4%	Y	Y	Y	7	N	N,N,N	N	Y

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#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident ? Y/N	5 Copies ? Y/N	# # Pgs .	Audit Statement? Y/N	Budget Past Current Next	ICR Y/N	501 (C) 3 Y/N
419	7.14 1994	Nazarene Compassionate Ministries, Inc.	12:20 pm	UPS	\$615,415	25.5%	Y	Y	Y	14	Y	Y,Y,N	N/A	Y
420	7.14 1994	International Medical Assistance Corporation	2:00 pm	Federal Express	\$458,500	31.5%	Y	Y	N(3)	7	N	N,N,N	N	N
421	7.14 1994	Delphi International	2:00 pm	Federal Express	\$700,277	27.4%	Y	Y	Y	25	Y	Y	Y	Y
422	7.14 1994	International Center for Better Health	2:00 pm	Federal Express	\$550,920	26.5%	Y	Y	Y	20	N/A	Y,Y,Y	N	Y
423	7.14 1994	Educational and Research Foundation for the American Academy of Facial Plastic and Reconstructive Surgery	2:00 pm	Federal Express	\$492,290	91.8%	Y	Y	Y	14	Y	Y,Y,Y	N/A	Y
424	7.14 1994	The Center for Living With Dying	2:00 pm	Federal Express	\$390,978	32%	Y	Y	Y	16	Y	Y,Y,N	N	Y

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#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident ? Y/N	5 Copies ? Y/N	## Pgs .	Audit State-ment? Y/N	Budget Past Current Next	ICR Y/N	501 (C) 3 Y/N
425	7.14 1994	San Francisco State University Foundation, Inc.	2:00 pm	Federal Express	\$728,705	18.4%	Y	Y	Y	23	N	Y,Y,N	Y	Y
426	7.14 1994	Kessler Institute for Rehabilitation, Inc.	2:00 pm	Federal Express	\$739,380	47.6%	Y	Y	Y	25	Y	Y,Y,Y	Y	Y
427	7.14 1994	World Vision Relief and Development	2:00 pm	By hand	\$750,000	36%	Y	Y	Y	16	Y	Y,Y,Y	Y	Y
428	7.14 1994	International Eye Foundation	2:30 pm	By hand	\$270,393	38.2%	Y	Y	Y	8	Y	Y,Y,Y	Y	Y
429	7.14 1994	COUNTERPART Foundation, Inc.	2:30 pm	By hand	\$619,241	25.1%	Y	Y	Y	19	Y	Y,Y,Y	Y	Y
430	7.14 1994	Feed the Children, Larry Jones International Ministries, Inc.	3:15 pm	By hand	\$749,469	37.5%	Y	Y	Y	25	Y	Y,Y,Y	N	Y

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#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident ? Y/N	5 Copies ? Y/N	## Pgs.	Audit Statement? Y/N	Budget Past Current Next	ICR Y/N	501 (C) 3 Y/N
431	7.14 1994	The American Red Cross	4:30 pm	By hand	\$737,622	66.5%	Y	Y	Y	17	Y	Y,N,N	Y	Y
432	7.14 1994	Fountain House, Inc.	4:50 pm	By hand	\$677,054	34.2%	Y	Y	Y	12	Y	Y,Y,Y	N	Y
433	7.15 1994	Population Services International	9:15 am	DHL	\$750,000	25%	Y	Y	Y	24	Y	Y,Y,N	Y	Y
434	7.15 1994	Global Operations and Development	11:10 am	UPS	\$650,150	33.6%	Y	Y	Y	25	Y	Y,Y,Y	N/A	Y
435	7.15 1994	Adventist Development and Relief Agency International	1:00 pm	By hand	\$402,495	25.6%	Y	Y	Y	18	Y (see 436)	Y,Y,N (see 436)	Y (see 436)	Y
436	7.15 1994	Adventist Development and Relief Agency International	1:00 PM	By hand	\$715,546	50.2%	Y	Y	Y	9	Y	Y,Y,N	Y	Y
437	7.18 1994	The Challenge Foundation, Inc.	2:30 pm	Federal Express	\$750,000	30.4%	Y	Y	Y	24	Y	Y,Y,Y	N	Y

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#	Date Rec'd	Name of American Organization	Time Rec'd	How Rec'd	Req'd amt. (AID)	Match %	In Russia Y/N	Local Org. Ident ? Y/N	5 Copies ? Y/N	## Pgs.	Audit Statement? Y/N	Budget Past <u>C</u> urrent <u>N</u> ext	ICR Y/N	501 (C) 3 Y/N
438	7.18 1994	National Peace Foundation	2:30 pm	Federal Express	\$298,110	26.9%	Y	Y	N (4)	12	Y	Y,N,N	N	Y

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**WORLD LEARNING INC.
2ND SCREEN OF ELIGIBLE PROPOSALS**

Round 4

July 14, 1994

Due July 14, 1994, 5:00 p.m.

#	Name of Proposing Organization	Name of Local Partner	Amount Req. (\$ U.S.)	AID/ Reg. Y/N	Mos/ St.Pete	Geographic Area (Russia)							Focus		Area of Activity
						Other Central Russia	Volga	Urals	Don/ South Russia	North West	West Siberia	Far East	Women's Health (W) Children's Health (C) Substance Abuse (S) Other (O)		
401	Prosthetic Development Group International	The Russian Peace Foundation	413,800	N	Y				Y			Y	Y	O (Disabled)	prosthetics production
402	Program for Appropriate Technology in Health (PATH)	Foundation for New Medical Technologies (Medtechnologia)	380,961	Y	Y			Y	Y		Y			W C	family planning health administration health training
403	The University of Iowa Foundation	Family Health Care Center	713,400	N	Y	Y								O (Public Health)	family medicine health training
404	Magee Womancare International	Woman & Family Education Center	730,350	Y		Y	Y		Y	Y	Y	Y		W	health training public education
405	International Rescue Committee, Inc.	Humanitarian and Charitable Center "Compassion"	400,000	Y	Y Mos/ area									O (Geriatrics/ Elderly Care)	home health care psychological care

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#	Name of Proposing Organization	Name of Local Partner	Amount Req. (\$ U.S.)	AID/Reg. Y/N	Mos/St.Pete	Other Central Russia	Volga	Urals	Don/South Russia	North West	West Siberia	Far East	Women's Health (W) Children's Health (C) Substance Abuse (S) Other (O)	Area of Activity
419	Nazarene Compassionate Ministries, Inc.	NAZCOM	615,415	Y	Y		Y	Y			Y	Y	C	medical case mgmt dentistry nursing
420	International Medical Assistance Corporation	Central Russia Conference of Seventh-Day Adventists	458,500	N		Y							C	cerebral palsy health administration health training
421	Delphi International	Inter-Regional Association of Non-Profit Organizations	700,277	Y	Y	Y	Y	Y		Y	Y	Y	O (Public Health)	health administration health training public awareness
422	International Center for Better Health	Sechenov Moscow Medical Academy	550,920	?	Y								W	pre/post natal midwife delivery health training
423	Educational and Research Foundation for the American Academy of Facial Plastic and Reconstructive Surgery	Republic Scientific and Practical Center Clinic of Restorative and Aesthetic Surgery (Bonum Center)	492,290	Y				Y					C	facial deformities health administration health training
424	The Center for Living With Dying	Center for Treating Children	390,978	N	Y	Y							W,C	emotional support health administration health training public education

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#	Name of Proposing Organization	Name of Local Partner	Amount Req. (\$ U.S.)	AID/ Reg. Y/N	Mos/ St.Pete	Other Central Russia	Volga	Urals	Don/ South Russia	North West	West Siberia	Far East	Women's Health (W) Children's Health (C) Substance Abuse (S) Other (O)	Area of Activity
425	San Francisco State University Foundation, Inc.	FINIST Disabled Sports Club	728,705	N							Y		O (Disabled)	community health clinic health administration health training
426	Kessler Institute for Rehabilitation, Inc.	Russian Consortium for Citizens with Disabilities (RCCD)	739,380	N	Y								O (Disabled)	rehabilitation health training
427	World Vision Relief and Development	Chita Nursing Association Ekaterinburg Public Nursing Organization	750,000	Y				Y			Y		W,C	reproductive nurse education training health administration
428	International Eye Foundation	Eye Clinic of the Medical University of Samara	270,393	Y			Y						O (Ophtalmology)	health administration health training
429	COUNTERPART Foundation, Inc.	All-Urals Center for Charity Funds and Organizations	619,241					Y					C	diagnostic and preventive care health administration health care
430	Feed the Children, Larry Jones International Ministries, Inc.	Our Future	749,469	Y			Y	Y			Y		W,C	perinatal care health administration health training public awareness

#	Name of Proposing Organization	Name of Local Partner	Amount Req. (\$ U.S.)	AID/Reg. Y/N	Mos/St.Pete	Other Central Russia	Volga	Urals	Don/South Russia	North West	West Siberia	Far East	Women's Health (W) Children's Health (C) Substance Abuse (S) Other (O)	Area of Activity
431	The American Red Cross	Russian Red Cross Society	737,622	Y							Y		O (Public Health)	health administration health training public education
432	Fountain House, Inc.	The "Human Soul" Charitable Foundation	677,054	N	M		Y	Y					O (Mental Health)	rehabilitation replication of a clubhouse model
433	Population Services International	Association of Medical Workers-Pediatricians of the Sverdlovsk	750,000	Y				Y					W	family planning; public education health training contraceptive distribution
434	Global Operations and Development	Mount Olive Clinic	650,150	Y							Y		O (Family Health Care)	family clinic development health administration health training public education
435	Adventist Development and Relief Agency International (ADRA)	Adventist Development and Relief Agency/Russia (ADRA/Russia)	402,495	Y	Y	?							S	volunteer training public education
436	Adventist Development and Relief Agency International (ADRA)	Adventist Development and Relief Agency/Russia (ADRA/Russia)	715,546	Y				Y			Y	Y	W,C,S	health clinic development health administration health training public education
437	The Challenge Foundation, Inc.	The Institute of Youth	750,000	N	Y (Mos area)								C, W, S	rehabilitation volunteer training Therapeutic Karate training

World Learning, Inc.

July 14, 1994

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#	Name of Proposing Organization	Name of Local Partner	Amount Req. (\$ U.S.)	AID/ Reg. Y/N	Mos/ St.Pete	Other Central Russia	Volga	Urals	Don/ South Russia	North West	West Siberia	Far East	Women's Health (W) Children's Health (C) Substance Abuse (S) Other (O)	Area of Activity
438	National Peace Foundation	Prolog	298,110	Y	Y (Mos area)								W	perinatal care health administration health training family planning public awareness



WORLD LEARNING INC.

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REVIEW COMMITTEE ORIENTATION
(for July 14, 1994 proposal submissions)

AGENDA

July 18, 1994

- | | |
|---------------|---|
| 9:00 - 9:15 | Coffee |
| 9:15 - 9:30 | Introduction to the PVO/NIS Project
Review individual packets
Peter Mahoney and Ruth Pojman |
| 9:30 - 10:15 | World Learning presentation and Q & A
Peter Mahoney and Ruth Pojman |
| 10:15 - 10:45 | Logistics and Mechanics
Sasha Borovykh |
| 10:45 - 11:00 | Break |
| 11:00 - 11:30 | Dr. John Lesar on AID expectations |
| 11:30- | Individual question time |



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PVO/NIS PROJECT
Review Committee Orientation
July 18, 1994

Notes to Reviewers

1. Review of proposals and scoring is to be completed by each team by the committee meeting on Friday, July 22. In addition, we strongly suggest that team Summary Write-ups be substantially completed by that time.
2. Both Technical and Cost proposals are part of the reviewers' process. John Owens, the Project's Financial Specialist, is available to answer questions on cost proposals, budgets, or organizational financial information. The purpose of requesting audits, annual budgets, and the like is to determine financial capacity (or likely ability to exercise financial oversight) and, for example, to determine how the amount requested fits with previous experience managing similar amounts of money. All proposals recommended for funding will have an additional review of the budgets before submitting recommendations to USAID.
3. Scoring sheets should be completed as thoroughly and precisely as possible -- written remarks stand in the file as part of the permanent record of the evaluation.
4. Questions may arise during the review process -- please call the office if you need clarification. You may also call us at our hotel in the evenings. Information is listed on the contact sheet.
5. On Sunday, we will ask you for your impressions of the review process, observations on questions which arose during the review, etc.

You will probably find that proposals will fall into several categories:

a) those that are not responsive: they may be more concept papers than proposals, or are not linked directly enough to the program priorities and targets, or are not responsive for other reasons; b) those that are good ideas, receive less than top ranking, but may merit further consideration based on additional input from the proposing organization; c) those that clearly rank at the top.

We will start by reviewing those that are not responsive, or rank so low that they should be

eliminated. Our time can thus be spent on the most/more promising proposals, and discussing the merits of each.

6. By the end of the day on Sunday, as a group we should have discussed the most/more promising proposals and will rank the ones we want to recommend to USAID. As a part of the discussion we will compare proposals and look at quality/content/geographical distribution as part of the ranking process. USAID makes the final decisions on actual grant awards. Those that fall into the category "Recommended with Modifications" will be discussed in the context of the ranking discussions, especially if there are promising proposals that cover a geographic area or a focus area not covered by any of the top ranked proposals.

Review Committee
PVO/NIS Project
Review Committee Orientation
July 18, 1994

Highlights of Proposal Requirements

1. Technical Proposal

This solicitation is for Russia only. Projects proposed should:

- * Build the organizational and managerial capacities of Russian Health Care (HC) NGOs;
- * Strengthen HC NGOs' abilities to design and implement cost-effective prevention, public awareness and service delivery strategies in key health care areas; and
- * Foster, to the extent possible, service delivery networks and cooperative efforts among local Russian HC NGOs.

Proposals qualifying for consideration are from U.S. Private and Voluntary Organizations (PVOs) which have close programmatic and operational linkages to Russian NGOs. Submissions proposing activities in other NIS countries will not be accepted.

Special attention will be given to proposals that address women's and children's health and substance abuse (especially alcoholism). In addition, priority will be given to proposals whose program activities take place outside of Moscow City and St. Petersburg City. Priority sites will include the territories of the Far East, including northern areas bordering Alaska; Western Siberia; Urals; Volga and Don Regions; and other areas where humanitarian needs are high, especially the North Caucasus. Proposals in which the local Russian partner organizations are

located in Moscow City or St. Petersburg City will not be excluded, but they must explicitly demonstrate how affiliate offices outside of their cities benefit from their proposed project.

Proposals from existing subgrantees under the PVO/NIS Project are also accepted, so long as they are consistent with the objectives noted above and do not represent additional funding for activities currently supported by World Learning/USAID.

US PVOs are expected to partner closely with Russian NGOs for all aspects of project design and implementation. USAID expects the US PVO to add value to the efforts of its Russian NGO partner(s) through provision of equipment, medicines and supplies, technical assistance and training in such areas as treatment and diagnosis, administration, public awareness and education initiatives, human resource development, strategic planning and financial management.

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Technical requirements of proposed projects:

- * Support pilot/model activities and new initiatives which foster the development of a viable NGO Health Sector, demonstrate effective interventions and facilitate replication;
- * Provide training and technical assistance, and/or equipment and commodities, to enhance the administrative, management and service delivery capacities of Russian HC NGOs. To the extent possible, this assistance should lead cooperation/joint programming among regional Russian HC NGOs;
- * Support commodity and equipment costs linked to the strengthening of local HC NGOs; and
- * Leverage, to the extent possible, private sector resources over and above the 25 percent minimum matching requirement.

Proposals may request funds for a maximum of two years and the USAID contribution should be limited to between \$375,00 and \$750,000. Approximately 10-20% of the USAID-funded budget should be allocated to the procurement of commodities such as equipment, medicines and supplies for use by the Russian HC NGO.

In-depth information is being requested about the Russian NGO partner. Proposals are expected to: (1) reflect honestly the differences in experience and capacities of Russian and American partners, and (2) outline appropriate roles for the partners which strengthen the Russian NGO while respecting its abilities. (Proposals should indicate the extent to which the Russian NGO participated in the preparation of the proposal and/or the project design.

2. Cost Considerations

Budgets should have sufficient detail and explanatory notes to facilitate review. Individual budget items should, in scale, be consistent with the narrative description of the proposed project (e.g., salaries, equipment, travel, consultants).

Budget notes should clearly indicate which costs are covered with USAID funds and which costs are covered by private contributions.

Budget notes should clearly identify cost items earmarked for the Russian NGO and cost items for U.S. activities and expenses.

Budgets should favor field activities over headquarters expenses (U.S.)

Proposal should give some evidence/confidence of ability to satisfy financial reporting requirements.

PVO/NIS PROJECT
PROPOSAL EVALUATION SCORE SHEET



WORLD LEARNING INC.

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DRAFT REVISION

EVALUATOR :
PROPOSING ORGANIZATION:
DATE :
TOTAL SCORE :

A. PROGRAM CONCEPT/MANAGEMENT PLAN (45 POINTS TOTAL)

1. The proposed project conforms to the AID/PVO/NIS objectives as described in the Invitation for Application and is a good fit with the technical/sectoral focus of the solicitation. (5)

Poor Fair Average Good Excellent Points ____
Comments: _____

2. The proposed project is well researched and has a program that is supported by and adds to that research. (5)

Poor Fair Average Good Excellent Points ____
Comments: _____

3. The proposed program contains elements with a strong development component and has an innovative approach that enhances chances of replication. (10)

Poor Fair Average Good Excellent Points ____
Comments: _____

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4. The program as proposed includes measures that will improve its chances of sustainability.(10)

Poor Fair Average Good Excellent Points____

Comments: _____

5. The proposed project is adequate in its monitoring and evaluation plan. (5)

Poor Fair Average Good Excellent Points____

Comments: _____

6. The proposed project stimulates voluntarism through a major existing or future role for a local partner. (5)

Poor Fair Average Good Excellent Points____

Comments: _____

7. The proposed project is staffed by qualified personnel, and includes women in leadership roles. (5)

Poor Fair Average Good Excellent Points____

Comments: _____

Subtotal Program Concept_____

B. ORGANIZATIONAL CAPABILITY OF PROPOSING ORGANIZATION (35 POINTS TOTAL)

8. The Proposed Project is in line with organizational goals and is similar in scale and purpose to other activities successfully implemented by the organization. (5)

Poor Fair Average Good Excellent Points___

Comments: _____

9. The organization demonstrates an understanding of NIS needs or adequately demonstrates the capacity to transfer experience from other settings to the NIS.(10)

Poor Fair Average Good Excellent Points___

Comments: _____

10. The organization demonstrates ability to manage federal funds, as evidenced by previous experience, either with federal, (A.I.D) and private grants. (5)

Poor Fair Average Good Excellent Points___

Comments: _____

11. The organization has a sound financial base independent of the grant fund ing as demonstrated by its narrative description and by its current and previous organizational budgets. (5)

Poor Fair Average Good Excellent Points___

Comments: _____

12. The organization evidences a track record with humanitarian/development projects for target groups similar to those emphasized by this project. (10)

Poor Fair Average Good Excellent Points _____

Comments: _____

Subtotal Organizational Capabilities _____

C. FINANCIAL PLAN (25 Points)

13. The budget is clear and provides sufficient detail to enable a link/correlation between the proposed activities and the resulting cost. (5)

Poor Fair Average Good Excellent Points _____

Comments: _____

14. The plan for matching contributions is adequate and demonstrates an ability to meet the match requirements over the two years of the project. The method of valuing and recording non-cash contributions is appropriate (5)

Poor Fair Average Good Excellent Points _____

Comments: _____

15. The type of budget items and the magnitude are reasonable in relation to the activities to be implemented. (5)

Poor Fair Average Good Excellent Points _____

Comments: _____

16. The description of home/field office reporting procedures (and any indication of familiarity with federal reporting requirements or grantor requirements in general) indicate an ability to comply with grant reporting requirements. (5)

Poor Fair Average Good Excellent Points _____

Comments: _____

17. The division of the budget as between home and field costs suggests that resources favor field activities and/or beneficiaries over home office costs. (5)

Poor Fair Average Good Excellent Points _____

Comments: _____

Subtotal Financial Plan _____

TOTAL SCORE _____

18. Other Comments/Observations/Recommendations.

Point Scoring					
Total Range	5	10	15	20	25
Poor	0-1	0-2	0-3	0-4	0-5
Fair	1-2	2-4	3-6	4-8	5-10
Average	2-3	4-5	6-9	8-12	10-15
Good	3-4	6-8	9-12	12-16	15-20
Excellent	4-5	8-10	12-15	16-20	20-25



World Learning Inc.
PVO/NIS Project Proposal Review
Moscow, July 18 - 24, 1994
Description of Review Process

WORLD LEARNING INC.
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Orientation (Monday, July 18):

The 30 reviewers attended a half-day orientation session on Monday, July 18. They were given an overview of the proposal solicitation process and of the PVO/NIS Project in general.

Dr. John Lesar of USAID/Moscow gave a presentation focusing on the kinds of projects USAID hoped to fund under this solicitation, and responded to reviewers questions concerning the programmatic and geographical priorities in the IFA. Dr. Lesar was accompanied by Mr. Terry Tiffany.

Reviewers were divided into teams of two and each team was assigned two or three proposals to review. In addition, individuals were assigned as third readers for each proposal, in an effort to broaden the response and input on each proposal. Teams were given copies of their assigned proposals, a summary of proposal requirements from the IFA, a description of the details of the review process, summary sheets from all proposals and evaluation scoring sheets. See a separate section of this Proposal Review Report for samples of all documents provided to the reviewers.

Reviewers were advised that the role of World Learning's PVO/NIS Project staff would be to moderate the review process, reserving any comments for the final session in which the recommendations would be finalized. Reviewers were advised which proposing organizations were already grantees as this constituted a special category within the terms of the IFA.

The Office Manager of World Learning's Moscow office explained the procedures and required documents for processing payment of reviewer's honoraria.

Proposal Review (July 22):

Review teams convened at 1:00 PM and were given a one hour period to discuss with their teammates and the third readers their individual findings prior to a general session.

The review session began with each two-person team expressing their findings on proposals that would fall into the not-recommended category on the first review. Each team in turn presented its comments on proposals which the team agreed should not be recommended. Other reviewers were able to ask questions of the reviewing team referring to the proposal summary sheets for the proposals that had been made available.

In addition, review teams were asked to hand in the preliminary rankings of their proposals, and those proposals ranked as recommended or recommended with modifications were assigned to a fourth reader for the final discussions on Sunday.

Proposal Review (July 23):

Beginning at 9:30, teams continued their presentations on the remaining proposals, most of which were in the recommended with modifications or recommended categories.

After all proposals had been reviewed and categorized, there was a general discussion among committee members concerning the generally poor quality of proposals submitted, and recommendations and observations about why this was the case and how the pre-review process might be better structured.

Ginger Bethe from USAID attended the morning sessions of the committee.

Proposal Review (July 24)

The final session, intended to permit reviewers to reconsider their findings in light of the two days of discussion and prioritize their recommendations, resulted in the shifting of some proposals among the categories. For the most part this represented downward movement from recommended with modification to not recommended. For part of these deliberations, World Learning staff left the review committee under the chair of one of its members.

Once the categories were finalized, review committee members were asked to rank the recommended and recommended with modifications proposals together in their order of preference. These rankings are reflected in the order in which the Summary Write-ups are presented.



**Evaluation
Proposal Review Process
July 22 - 24, 1994**

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Review Committee Evaluation Comments/World Learning Comments

At the outset of the Review Committee proceedings, repeat reviewers were asked to compare the overall quality of the proposals as compared to previous rounds. There was a unanimous response of "worse", or "more challenging than round three proposals." Some expressed disappointment in the U.S. organizations that were applying in terms of their understanding of the health environment in Russia and NGO development, and noted with concern the paucity of real Russian NGO partners.

More experienced reviewers also remarked that the review committee process was improved over last time, and that adding an extra afternoon and 3rd and 4th readers to discuss the proposals were positive changes to the process. It was better to have more time to discuss proposals, and to have more informed discussants, especially for those proposals which were difficult to categorize. Many observed that World Learning did a good job mixing guidance, humor and prompting in the discussions.

All reviewers who made comments complimented World Learning on excellent organization, administration and management of the committee as well as the fairness of the process and independent nature of the review panel. Many commented on the appropriate mix of panelists, on the impressive range of knowledge, and experience, and especially the inclusion of many Russian health experts. Reviewers likewise commended World Learning on the efficiency of the process and its logistics - handling the information and paper flows, and one wrote: "to receive, organize, read, rank, and write evaluations for 38 complex proposals in two weeks is very strong work."

Many evaluators voiced the desire that their collective comments and suggestions be made available to the applicants, especially to the Russian NGOs to help them improve the quality of their proposals and to increase the chances of their funding. World Learning was also urged to continue to identify and publicize the existence of legitimate Russian partners.

During the Review process, World Learning held a discussion to respond to the panel's disappointment with the lower quality and quantity of the proposals. Reviewers made the following comments on what concerned them about the process, what was lacking and what could be improved:

Many expatriate and Russian committee members thought that the IFA with both its maximum and minimum financial limits was geared towards larger organizations. The budget levels were

too high for many smaller, good organizations to manage. It was noted that when smaller sums of money are made available often more creative organizations feel more confident in submitting proposals.

The match level of 25% is too large for many organizations, even traditional USAID recipients.

Many Russian NGOs are also too small to participate in projects of such a grant size. Many have become somewhat cynical about how little they gain from the whole process, especially given the current tax structure in Russia. Many reviewers thought that it was time to make subgrants directly to Russian organizations so that they would learn real responsibility and accountability. Discussions about the reporting requirements and the threshold of auditing amounts ensued. It was suggested that the A-133 process be subsidized. One reviewer suggested that grants could be allocated to US organizations with the provision that a percentage of the cash be given to, and accounted for, by the Russian NGO.

The Russian organizations felt strongly that not enough information was distributed through the Russian media to get the message out widely. Many Russian organizations did not have the time or the means to find appropriate partners, or could not afford to travel to Moscow for the information day. Some suggested that it would be a good idea for USAID to fund and emphasize the development and distribution of materials on major health issues. Perhaps World Learning and USAID could have made information trips to selected regions in Russia to publicize the IFA.

There was too short a period of time between the date when the IFA came out and the deadline, and similarly too little time between the "Information Day" and deadline for proposals, for many organizations to find partners, or to put together proposals.

Both the Russian and Western Reviewers found the IFA confusing, and felt this was reflected in most of the proposals. Many proposals had a hard time fitting their projects appropriately into both institutional development and service delivery. The whole issue of the paucity of real health care NGOs, especially outside of Moscow and St. Petersburg was a major concern. Many were disappointed that Russian hospitals were not explicitly mentioned as possible partners in the IFA. Russian health experts on the Committee felt that three sectors mentioned in the IFA were too limiting. They thought that this deterred some with good programs from applying because the odds were that they would not be considered under the categories of the IFA.

In addition, several Russian reviewers mentioned that proposals which fell outside of the priority areas of the IFA, but were nonetheless thought to be worthwhile, often addressed health care needs which were unlikely to be funded otherwise, considering the Russian Federation's limited resources.

The lack of definitions, and confusion between "Voluntarism" and "Volunteerism" was problematic and many asked for clarification.

Given the design of the solicitation, and the demand for a quick turnover, while reviewers were empaneled because of their health or NGO expertise, some still-felt that had there been more time they would ideally recommend that two to four weeks be added after the review to make the following additions to the process: follow up questions after the initial review, meetings with applicants (at least by phone), outside expert opinions on topics, and references, site visits and a formal review of their past work, and have sufficient staff resources to aggressively take groups on in demanding significant program changes when appropriate.

Projects in International
Development and Training

World Learning
PVO/NIS Project
July 14, 1994 Solicitation
Proposals by Alphabetical Order
Cross-Referenced with Numerical Log Sheets
(Russian Partners)



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- 435 Adventist Development and Relief Agency/Russia (ADRA/Russia)
- 436 Adventist Development and Relief Agency/Russia (ADRA/Russia)
- 410 Achilles Sports Club
- 429 All-Urals Center for Charity Funds and Organizations
- 433 Association of the Medical Workers-Pediatricians of the Sverdlovsk Region
- 415 BONUM Center
- 424 Center for Treating Children
- 420 Central Russia Conference of Seventh-Day Adventists
- 406 Charity Orthodox Fellowship."Temperance and Health"
- 427 Chita Nursing Association, Ekaterinburg Public Nursing Organization
- 412 The Dubna Educational Center
- 428 Eye Clinic of the Medical University of Samara
- 403 Family Health Care Center
- 425 FINIST Disabled Sports Club
- 402 Foundation for New Medical Technologies (Medtechnologia)
- 408 Health & Environment Foundation
- 432 The "Human Soul" Charitable Foundation
- 405 Humanitarian and Charitable Center "Compassion"
- 418 Institute of Poliomyelitis
- 437 The Institute of Youth
- 417 International Academy of Modern Knowledge
- 416 International Foundation for Maternal and Child Health Care
- 421 Inter-Regional Association of Non-Profit Organizations
- 414 Medtelecominform
- 434 Mount Olive Clinic
- 413 Municipal Outpatient Clinic #110
- 411 Nadezhda Health Foundation (NHF)
- 419 NAZCOM
- 409 Operation Smile St.Pete/Moscow
- 430 Our Future
- 438 Prolog
- 423 Republic Scientific and Practical Center Clinic of Restorative and Aesthetic Surgery (Bonum Center)
- 426 Russian Consortium for Citizens with Disabilities (RCCD)
- 401 The Russian Peace Foundation
- 431 Russian Red Cross Society
- 407 Salus International Health Institute
- 422 Sechenov Moscow Medical Academy
- 404 Woman & Family Education Center



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World Learning Inc.
PVO/NIS Project
Recommended
7 Proposals
Round IV
July 1994

Number*

Organization

430	Feed the Children, Larry Jones International Ministries, Inc.
404	Magee Womancare International
407	PIRE (Pacific Institute for Research and Evaluation)
408	CECHE (Central European Center for Health and the Environment)
427	World Vision Relief and Development
405	International Rescue Committee, Inc.
409	Operation Smile International

* Note: Recommended Proposals are in order of rank from top to bottom.

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World Learning Inc.
PVO/NIS Project
Recommended with Modifications
4 Proposals
Round IV
July 1994

<u>Number*</u>	<u>Organization</u>
432	Fountain House, Inc.
433	Population Services International
412	Lutheran Hospital - La Crosse
425	San Francisco State University Foundation, Inc.

* Note: Recommended with Modifications Proposals are in order of rank from top to bottom.



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World Learning Inc.
PVO/NIS Project
Not Recommended
27 Proposals
Round IV
July 1994

<u>Number</u>	<u>Organization</u>
401	Prosthetic Development Group International
402	PATH (Program for Appropriate Technology in Health)
403	The University of Iowa
406	Pittsburgh Leadership Foundation
410	World Rehabilitation Fund, Inc.
411	Northwest Medical Teams International, Inc.
413	American Medical Resources Foundation, Inc.
414	Memorial Hospital of Rhode Island
415	Frank Foundation/Child Assistance International, Inc.
416	The People-to-People Health Foundation, Inc.
417	Environmental Enterprises, Inc.
418	Rotary International
419	Nazarene Compassionate Ministries, Inc.
420	International Medical Assistance Corporation
421	Delphi International
422	International Center for Better Health
423	Educational & Research Foundation for the American Academy of Facial Plastic & Reconstructive Surgery
424	The Centre for Living With Dying
426	Kessler Institute for Rehabilitation, Inc.
428	International Eye Foundation
429	COUNTERPART Foundation, Inc.
431	American Red Cross
434	Global Operations and Development
435	ADRA (Adventist Development and Relief Agency International)
436	ADRA (Adventist Development and Relief Agency International)
437	The Challenge Foundation, Inc.
438	National Peace Foundation

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World Learning Inc.
PVO NIS Project - Health Solicitation
July 22-24, 1994 - Review Process

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Recommended Proposals

No.	Name	USAID Regist.	Request Amount	Location of Activities	Focus of Activities
430	Feed the Children, Larry Jones International Ministries,	Y	\$749,469	Volga, Urals, W.Siberia	Women and Children - training, public awareness
404	Magee Womancare International	Y	\$730,350	Other Central Russia, Volga, Don/S.Russia, Northwest, W. Siberia, Far East	Women - training and public education
407	PIRE (Pacific Institute for Research and Evaluation)	N	\$739,448	Volga, Urals, Don/ S.Russia, W.Siberia, Far East	Substance abuse - training, public awareness
408	CECHE (Central European Center for Health and the Env	N	\$590,742	Moscow, St. Petersburg, Volga, Don/ S.Russia, W.Siberia	Public Health - training, public ed., administration
427	World Vision Relief and Development	Y	\$750,000	Urals, W.Siberia	Women & Children - reproduction, nurse ed., training
405	International Rescue Committee, Inc.	Y	\$400,000	Moscow Area	Geriatrics/Elderly - home health & psychological care
409	Operation Smile International	Y	\$730,896	Northwest	Children - health ed., training in reconstructive surgery
Total Recommended:			\$4,690,905		

* Note: Recommended Proposals are in order of rank from top to bottom.

Recommended with Modifications Proposals

No.	Name	USAID Regist.	Request Amount	Location of Activities	Focus of Activities
432	Fountain House, Inc.	N	\$677,054	Moscow, Volga, Urals	Mental Health - rehab. & org. development
433	Population Services International	Y	\$750,000	Urals	Women - family planning, public ed., training
412	Lutheran Hospital - La Crosse	N	\$537,815	Northern Moscow Area: Dubna, Taldom, Sergeiv Posad, Dimitrov	Substance abuse - alcoholism, indiv. and family rehab.
425	San Francisco State University Foundation, Inc.	N	\$728,705	W.Siberia	Disabled - community health, training, administration
Total Recommended with Modifications:			\$2,693,574		

* Note: Recommended with Modifications Proposals are in order of rank from top to bottom.

World Learning Inc.
PVO NIS Project - Health Solicitation
July 22-24, 1994 - Review Process

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Not Recommended Proposals

No.	Name	USAID Regist.	Request Amount	Location of Activities	Focus of Activities
401	Prosthetic Development Group International	N	\$413,800	Moscow, St.Petersburg, Don/S.Russia, W.Siberia, Far East	Disabled - prosthetics production
402	PATH (Program for Appropriate Technology in Health)	Y	\$380,961	Moscow, St. Petersburg, Urals, Don/S.Russia, W. Siberia	Women & Children - family planning, training, admin.
403	The University of Iowa	N	\$713,400	Moscow, St. Petersburg, Other Central Russia	Public Health - family medicine and training
406	Pittsburgh Leadership Foundation	N	\$613,573	Moscow, St. Petersburg, Other Central Russia, Don/S.Russia, Northwest, W.Siberia	Substance abuse - individ. and family rehabilitation
410	World Rehabilitation Fund, Inc.	?	\$701,944	Moscow, St. Petersburg, Other Central Russia, W.Siberia	Disabled - prosthetics and orthotics facilities
411	Northwest Medical Teams International, Inc.	Y	\$734,703	Far East	Preventative Health - training, public ed., admin.
413	American Medical Resources Foundation, Inc.	Y	\$230,699	Urals	Public Health - training, administration
414	Memorial Hospital of Rhode Island	Y	\$749,929	Moscow, St.Petersburg, Volga, Don /S.Russia, W.Siberia	Women, Children's Health & Substance Abuse
415	Frank Foundation/Child Assistance International, Inc.	?	\$526,840	Other Central Russia, Volga, Urals, Northwest	Women & Children, public education, administration
416	The People-to-People Health Foundation, Inc.	Y	\$748,908	Moscow, St.Petersburg, Other Central Russia, Don /S.Russia	Women & Children - repro and family planning, training
417	Environmental Enterprises, Inc.	N	\$481,750	Other Central Russia	Women & Children - repro and family planning, training
418	Rotary International	N	\$750,000	Moscow, St.Petersburg, Other Central Russia	Children - infectious disease, vaccine production
419	Nazarene Compassionate Ministries, Inc.	Y	\$615,415	Moscow, St.Petersburg, Volga, Urals, W.Siberia, Far East	Children - medical case mgmt, dentistry, nursing
420	International Medical Assistance Corporation	N	\$458,500	Other Central Russia	Children - cerebral palsy, training, administration
421	Delphi International	Y	\$700,277	Moscow, St.Petersburg, Other Ctr. Russia, Volga, Urals, N West, W.Siberia, Far East	Public Health - public awareness, training, admin.
422	International Center for Better Health	?	\$550,920	Moscow, St.Petersburg	Women - pre/post natal, midwife delivery, health training
423	Educational & Research Foundation for the American Academy of Facial Plastic and Reconstructive Surgery	Y	\$492,290	Urals	Children - facial deformities, training, administration
424	The Centre for Living With Dying	N	\$390,978	Moscow, St.Petersburg, Other Central Russia	Women & Children - emotional support, training, public ed., admin.
426	Kessler Institute for Rehabilitation, Inc.	N	\$739,380	Moscow, St.Petersburg	Disabled - rehabilitation, training
428	International Eye Foundation	Y	\$270,393	Volga	Ophthalmology - training, administration
429	COUNTERPART Foundation, Inc.	Y	\$619,241	Urals	Children - diagnostic and preventative, admin.
431	American Red Cross	Y	\$737,622	W.Siberia	Public Health - training, public ed., & org. develop.
434	Global Operations and Development	Y	\$650,150	W.Siberia	Family Health - org. develop., health training, public ed.
435	ADRA (Adventist Development and Relief Agency International)	Y	\$402,495	Moscow, St.Petersburg, Other Central Russia	Substance Abuse - volunteer training, public education
436	ADRA (Adventist Development and Relief Agency International)	Y	\$715,546	Urals, W.Siberia, Far East	Women & Children, Substance Abuse
437	The Challenge Foundation, Inc.	N	\$750,000	Moscow area	Women & Children, Substance Abuse
438	National Peace Foundation	Y	\$298,110	Moscow area	Women and Org. Development, perinatal, public awareness

REVIEWER TEAMS



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1. Donna Barry - John Knab
2. David Boyd - Bernadine Joselyn
3. Elena Burganskaya - Julie Stachowiak
4. Jim Cashel - Yuri Dzhibladze
5. Christine Cornick - Katya Greshnova
6. Bill Fick - Wanda Hall
7. Peter Fisher - Maria Zolotukhina
8. Brian Foster - Lena Yartsova
9. Elizabeth Gardiner - Masha Shkolnikova
10. Kevin Gardiner - Martina Vandenberg
11. Lisa Hoffman - Joel Levin
12. Rebecca Kalisher - Natalia Mirimanova
13. Irina Kozyreva - Adele Lindenmeyr
14. Cyrill Pataki - Kate Young

Only 2nd readers: Bonnie Ricci, Richard Hopewell, Liuda Alexeeva, and Tom Kelly.



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REVIEWER BIOGRAPHIES

Lyudmila Alexeeva was born in 1927 and moved to Moscow in 1931. In 1950 she completed her studies at Moscow State University's History Department. She first worked as a teacher, then as an editor for the publishing house of the Academy of Sciences. Since the mid-60's Ms. Alexeeva participated in the Human Rights Movement and was a Founding Member of the Moscow Helsinki Watch. In 1977 she was exiled/emigrated to the USA as a representative of MHW. She has served as a consultant for the NY Helsinki Watch since 1978, and for the Free Trade Union Institute since 1989. Ms. Alexeeva returned to live and work in Moscow over one year ago to continue her work in Human Rights and Labor rights. She has a strong sense of who is who in the public and official life of Russia and the FSU.

Donna J. Barry is NIS Program Officer for Family Health International. Proficient in written and spoken Russian, Ms. Barry has lived and worked in Russia and the Former Soviet Union for three years. Her current position at FHI entails organizing, implementing and evaluating reproductive health related projects in the NIS. In the fall of 1993 she organized and coordinated a training of trainers workshop on family planning for physicians in the Central Asian Republics. She developed the health education materials, oversaw their translation and presented the non-medical lectures in Russian. She has both an MPH and Masters of International Affairs from Columbia University.

David Boyd is currently the Grants Manager for the Moscow, Regional Office of the ZdravReform Program. He has lived in Moscow since May, 1994 and joined Abt Associates and the ZdravReform Program in February, 1994. Prior to joining Abt Associates, Mr. Boyd worked in Washington, D.C. for five years on various projects funded by A.I.D. Most recently, he was manager of the Combatting Childhood Communicable Diseases project, a twelve year collaborative effort between A.I.D.'s Africa Bureau and the Centers for Disease Control and Prevention to reduce morbidity and mortality among children in 13 African countries. In this capacity, he managed a portfolio of project activities that included large grants to international organizations such as UNICEF and the World Health Organization. Prior to this, Mr. Boyd was a technical officer for the Resources for Child Health Project, which provided technical support to immunization and pneumonia control programs in countries world-wide receiving A.I.D. assistance. As part of his responsibilities, Mr. Boyd served on a panel of evaluators responsible for reviewing grant applications submitted by private voluntary organizations seeking funding under A.I.D.'s child survival grants program. Mr. Boyd also holds an MPH in epidemiology from UCLA and served as a Peace Corps volunteer in Liberia, West Africa.

Elena Bourganskaia, Acting Regional Director of American International Health Alliance, Inc. (AIHA), has been involved in the NIS-USA health related programs since 1992. These programs focus on (1) closing the health care knowledge gap so that preventive and curative techniques which have been successful elsewhere can be adapted and disseminated in Russia and other NIS countries, (2) improving the efficiency and productivity of existing NIS health care providers through better clinical and administrative management and organization, and (3) training of health policymakers, administrators at all levels of government, and educators. Current responsibilities of Dr. Bourganskaia as AIHA Regional Director include managing hospital partnerships between health care institutions in the U.S. and their counterparts in Russia. Dr. Bourganskaia holds a Medical Degree from Semashko Moscow Medical School and a Master's Degree in Health Administration from New York University. She is an active member of the Association of University Programs in Health Administration which is a nonprofit international consortium of 150 training and policy institutions related to health administration.

Jim Cashel is Senior Program Officer at the Eurasia Foundation. Previously, he directed the Kennedy School of Government Office of the Project on Economic Reform in Ukraine, a consulting service to Ukrainian economic policymakers. Jim Cashel has worked in technical assistance programs in the former Soviet Union as well as many other countries around the world, principally involving either economics or medical programs. He holds degrees from Stanford University, the Kennedy School of Government, and Harvard Medical School.

Christine Cornick is a fundraising consultant for Motivation, a British Registered Charitable Trust which began work in Moscow in May, 1994. She served as Chief Executive of British National Charity ASPIRE (Association for Spinal Research Rehabilitation and Reintegration) for three years after spending a period of ten years working in the Advertising industry. For the past two years Christine has worked for ASPIRE and Motivation on project and fundraising consulting in the UK, Poland, Romania, Indonesia and Russia. She has broad experience in working on projects concerned with physical disability, and in particular spinal injury and cerebral palsy. She is currently working in Russia on a venture to produce specialized low-cost wheelchairs for children with cerebral palsy.

Yuri Dzhibladze graduated from the First Moscow Medical Institute in 1985. From 1985-1990 he undertook internship and Ph.D. programs in the National Cardiology Research Center in Moscow, combining practical clinical work with medical research. Since 1984, Mr. Dzhibladze has been involved in international humanitarian projects, first as a volunteer member of the Nobel Peace Prize-winning International Physicians for the Prevention of Nuclear War (IPPNW). From 1987-1989 he was a national coordinator of IPPNW youth projects in the Soviet Union and a Board member of IPPNW's Soviet branch. In 1990, Mr. Dzhibladze received the prestigious Albert Schweitzer Peace Achievement Award in Stockholm, Sweden, for his contribution to peace work.

After finishing a Ph.D. program in cardiology in 1990, Mr. Dzhibladze worked as a senior research fellow and coordinator of medical programs in the area of application of space communication technology for medical purposes. In 1991, he changed careers to work full-time in the area of social change, education, humanitarian and international projects. With a group

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of Russian and American colleagues in 1991 he founded Russian-American humanitarian Initiative Golubka (now the Golubka Center for Experiential Education for Social Change) which has become a leading non-governmental, non-profit organization in Russia in the field of education in conflict resolution, communication skills, non-violent social change, intercultural dialogue, environmental thinking and action, personal and social empowerment.

In August of 1993, Mr. Dzhibladze left Golubka to become a co-editor of Vizhivem Vmeste - a Russian digest of Surviving Together, a quarterly journal of Washington, DC-based ISAR (formerly Institute for Soviet-American Relations).

Bill Fick has for two years been responsible for on-site coordination of computer communications throughout the NIS and Baltic States for the International Research and Exchanges Board (IREX), working to promote interaction among indigenous scholars, NGOs, policymakers and their foreign counterparts. He also has extensive media experience, having written for the New York Times and other publications, and holds a BA in Russian area studies from Yale University.

Peter Fisher earned his Ph.D at Harvard University in 1967, has near native command of Russian and thirty years of professional involvement in fields relating to Russia. For the past two years, Dr. Fisher served as the Director of the Carnegie Center for Russian and Eurasian Programs in Moscow. Prior to this he was the Senior Vice President of the US-USSR Trade and Economic Council, Inc. from 1990-92, and served as Special Assistant (Public Relations) to Ambassador Jack F. Matlock, Jr., at the U.S. Embassy in Moscow. In addition to this he spent many years teaching, developing and managing Russian programs at various Universities in the U.S.. He lives in Moscow with his wife Susan who is also fluent in Russian.

Brian Foster grew up on a family hog farm in Iowa. He worked in the Peace Corps as an agriculture extensionist in Costa Rica, and has a graduate degree in agronomy. He worked for four years on Capitol Hill on the House Agricultural Committee, and has been Director of VOCA's AID-funded "Farmer-to-Farmer" technical assistance program in Russia since May 1992. He served on World Learning's last review committee to evaluate proposals for grants in NGO development.

Elizabeth L. Gardiner holds a degree in Soviet Studies from Harvard University and is proficient in Russian. Ms. Gardiner has worked with non-profits for the past six years, two of them based in Moscow, in Russian-American exchanges and building partnerships. Most recently, she served as Program Officer to World Learning in Moscow, where she monitored health grantees throughout the NIS and initiated a meeting of Russian NGOs active in health programs. Since returning to the US, she has been working with World Learning to develop and write a proposal to USAID. Previous to this, Ms. Gardiner managed the office for Project HOPE's Moscow-based Burn Education and Humanitarian Assistance Programs and researched and wrote the Population Council's 1991 directory of NGO health and family planning programs in Eastern Europe and the USSR. Working in Washington before the break-up of the Soviet Union with forerunners to today's Russian NGO sector, Ms. Gardiner worked to ensure the participation of Soviet NGO environmental activists in government-to-government programs, and implemented one of the first Soviet-American exchanges of volunteers in

charity. She is a founding member of the Moscow Sexual Assault and Recovery Center.

Kevin Gardiner grew up in Chino, California, and attended college at Pomona. In 1989, he received a Master's Degree in Russian and East European Studies at Yale. From 1989 to 1991, he was a caseworker for Jewish Family and Children's Services in San Francisco, providing resettlement assistance and counselling to Soviet emigres. During this time, he also initiated a Russian-language AIDS awareness campaign for emigres. He moved to Moscow in 1991, taking a job as director of the International Center for Better Health. In 1993, he founded AESOP -- Russia's first community resource center for HIV/AIDS.

Yekaterina Greshnova is Program Coordinator of World Learning, Inc. Ms. Greshnova graduated from Moscow State Institute of International Relations in 1980. In 1980-1984 she undertook postgraduate course at the Institute of African Studies of the Academy of Sciences. In 1988-1993 she worked as a journalist and participated in setting up the first Russian independent news agency "Interfax". Since mid-1993 Ms. Greshnova has been involved in Russian-American humanitarian projects as a program coordinator for the Citizens Democracy Corps, and now with World Learning.

Wanda Hall relocated to Moscow in March, 1994 to continue her work in the NGO community. Since March she has worked on a contract basis with World Learning, the Eurasia Foundation, and CH2M Hill, Inc. Prior to this she worked as Director of the Initiative for Conflict Management in Russia at Search for Common Ground, a Washington-based NGO, where she divided her time between Russia and the U.S., managing programs in Moscow, Syktyvkar and Ekaterinburg. She has also worked with Amnesty International, World Affairs Council, and the Center for Russian and Eurasian Studies. She has a B.A. in International Relations and French from Simmons College, and a Master's Degree from the Monterey Institute for International Studies in International Policy Studies.

Lisa Hoffman has been a Program Officer at the Eurasia Foundation in Moscow since January, 1994. She is primarily involved with developing programs for NGOs in Central Russia, including seminars on non-profit management and a grants competition for nascent NGOs. Lisa came to Russia in June 1993 to work at an orphanage near Ekaterinburg in the Urals region. In September 1993 she moved to Moscow and has been working as a volunteer consultant for a variety of non-profit organizations. Her main interest is in helping to establish organizations that work to end violence against women and children. She is an advisor to several such organizations, including the Moscow Sexual Assault Recovery Center "Sisters" and the St. Petersburg Women's Crisis Center. In the U.S., Lisa worked at a shelter for battered women and their children and coordinated public outreach programs in Los Angeles schools. Lisa has also worked as a teacher-trainer in a pre-departure educational program for Southeast Asian refugees in Thailand.

Richard Hopewell is currently Marketing Manager for Credit Suisse Moscow. It operates as a full service bank in Russia and has a General Banking license from the Central Bank of Russia. Previously he served as Associate Director, CIS Representative of London Stock Exchange. He is British, majored in Chemistry and Plastics Technology at Brighton University

and attended Eton College. He is fluent in Russian and French. He has previously served on World Learning's Review Committee to evaluate proposals for grants to NGOs working in Russia.

Bernadine Joselyn is Director of the Moscow office of the International Research and Exchanges Board (IREX), a position she has held since 1992. This fall, Ms. Joselyn is returning to IREX's DC headquarters to assume a new position as Senior Specialist for Professional Development Training. Prior to joining IREX, she spent 7 years as a Foreign Service Officer for the United States Department of State, including assignments at the U. S. Embassy in Moscow (1989-91), the Office of Soviet Union Affairs, the Bureau of Intelligence and Research, and the U.S. Embassy in New Delhi. Ms. Joselyn received a Masters' Degree from Columbia University's School of International and Public Affairs in 1983, and a Certificate of Soviet Studies from Columbia's W. Averell Harriman Institute for Advanced Study of the Soviet Union in 1984.

Rebecca Kalisher is a twenty year veteran of health care management and administration. In the 1970s, she headed a three county, family planning program in rural New Hampshire. During twelve years of work at the Brigham and Women's Hospital in Boston, Massachusetts, Ms. Kalisher directed an inner city polyclinic, headed finance and information systems for ambulatory services, and was the hospital's investment officer. In her last position at Brigham and Women's, Ms. Kalisher served as Director of Treasury. Ms. Kalisher is a former volunteer for United Way of Massachusetts, having served for many years on its Program Evaluation and Application Review Committee. In 1989, Ms. Kalisher moved to Russia where she now maintains permanent residence. Most recently, she was the Director of Russian Programs for American International Health Alliance. Now in semi-retirement, Ms. Kalisher consults to non-profit organizations on registration, tax, banking and other regulations governing foreign and domestic operations in the Russian Federation.

John A. Knab is an attorney with the Moscow office of the law firm Russin & Vecchi, and focuses his practice on structuring international investment transactions, corporate and contract negotiations, and in counselling Western clients on Russian commercial practices. He complemented his legal education in 1993 with a Masters Degree in Law in International Relations, with a focus on Political Economy, from the American University. He presently serves as a member of the Journal Demokratizatsiya in the Moscow office.

Irina Kozyreva is President of the Russian NGO "Russian Care" Foundation which is devoted to the special needs of the families of relocated military personnel. She is also currently working as an expert to the financial investment corporation, "OLBI". She completed her studies at Moscow State Institute of International Relations (MGIMO) in International Economics in 1974. Since then she has taught at MGIMO, served as an economist in export-import organizations for the Ministry of International Economic Relations, as an editor of the English language edition of the magazine "Science in the USSR" and as consultant to the International Economic Department of the Russian Commodity Exchange. In the spring of 1993 she conducted independent research on U.S. NGOs and PVOs at The American University in Washington, D.C. Her husband, Andrei, is the Foreign Minister of Russia.

Adele Lindenmeyr is currently an associate professor in the Department of History at Villanova University. She has been an assistant and visiting professor at the University of Pennsylvania, Carnegie Mellon University, as well as an instructor at Rutgers University. Her areas of expertise include Russian and Soviet History, European History, and Russian Literature. Dr. Lindenmeyr recently completed a book entitled *Poverty is Not a Vice: Charity, Society, and State in Imperial Russia*. Her published articles include "Public Life, Private Virtues: Women in Russian Charity, 1762-1914," *Signs*; "The Ethos of Charity in Imperial Russia," *Journal of Social History*; and "Voluntary Associations in the Russian Autocracy: The Case of Private Charity," *The Carl Beck Papers in Russian and East European Studies*. Dr. Lindenmeyr received her Ph.D. from Princeton University in 1980. She resides in Merion, Pennsylvania with her nine-year-old daughter Ellen.

Joel Levin is a native of Los Angeles. He received his Bachelor's degree from U.C. Berkeley in Political Economics and a Master's degree from John Hopkins University/SAIS in International Affairs with emphases in International Economics and Soviet Studies. He has done extensive research in Soviet Studies and related fields for Congressional Quarterly books, the U.S. Memorial Holocaust Museum and while a student at SAIS. During the 102nd Congress he worked for Senator Tim Wirth of Colorado covering foreign affairs. He is fluent in Russian. Currently he is CIS Field Director for the Global Jewish Assistance Relief Network (a N.Y. based humanitarian organization) and works in Kharkov, Ukraine organizing management training programs for Ukrainian NGOs.

Natalia Mirimanova graduated from 2nd Moscow Medical University in 1987. From 1987-1991 she undertook a Ph.D program in the National Cardiology Research Center in Moscow and in 1991 she defended her thesis on cancer research and received her Ph.D degree in medicine. Since 1991 she has worked as Program Director for the Non-governmental organization Russian-American Humanitarian Initiative Golubka (now the Center for Experiential Education for Social Change & Democracy) which deals predominantly with training on inter-ethnic conflict resolution and democracy. She has extensive experience in working in cross-cultural settings in the Northern Caucasus, Central Asia, Russia, Germany, Thailand, Switzerland and other regions.

Cyrill Pataki graduated from the First Moscow Medical Institute in 1989. In 1989-1993 Dr. Pataki completed an internship and postgraduate courses in surgery and urology at the 7th Moscow Clinical Hospital and Botkinskaya Clinic. In 1988-1992 he worked with Chernobyl Help, a non-governmental, non-profit organization, as Medical Coordinator. From 1990-1993, he served as an urology consultant at the 4th Moscow Clinical Hospital. In addition he was senior researcher at the Urology and Operating Nephrology Department of Moscow People's Friendship University, simultaneously providing emergency urology assistance at the 64th Moscow Clinical Hospital. He is currently working at the 7th Moscow Clinical Hospital as a Urologist.

Bonnie Ricci is on the Washington, DC staff of World Learning. Within World Learning's Projects in International Development Division she manages a unit whose portfolio of projects (including those operating in Central, East and Southern Africa; Haiti; and the NIS) all focus on NGO strengthening and include subgrants to local NGOs and U.S. Private, Voluntary

Organizations (PVOs). She has been involved with the PVO/NIS Project since its inception in May, 1992 and has participated on previous proposal review committees for the Project.

Masha Shkolnikova graduated from the 2nd Moscow Medical Institute in 1982. From 1982-1984 she undertook postgraduate work in Pediatrics at the same institute. In 1987 she completed her Ph.D. at the Moscow Institute of Pediatrics and Child Surgery in children's cardiology. In 1988, she became the Laureate of the Komsomol Award in Science and Technique. She then worked as a senior researcher at the Moscow IPCS. In 1993 she won the first prize at the First International Slavic Congress on Electrostimulation and Electrophysiology of the Heart. In 1994, she finished the second thesis and received the Doctor's scientific degree in Pediatrics. Since then she has worked as a research supervisor in the Department of Children's Cardiology at the Moscow IPCS, the supervisor and manager of the medical project on risk criteria of the sudden cardiac death in children. This project is directly supported by the Health Care Ministry of Russia. She is also a chief of the group for research of the cardiac arrhythmia in children, coordinator of the children, coordinator of the scientific and practical work on this problem. In 1994, she received the diploma as a pediatrician of the highest qualification from the HCMR. From 1986-1989, Ms. Shkolnikova served as secretary of the Russian Problem Commission on Child Cardiology: in 1987-1990 she was an editor of a special edition of the Russian Health Care Ministry - "Pediatrics" (express-information). From 1990-92 she was responsible for the Russian-American Medical Program "Health for Chernobyl Children", arranged by the Samantha Smith Diplomacy Center. Since 1987, she has been a lecturer on child cardiology at the Faculty of Advanced Training for Doctors in the Second Moscow Medical Institute. Since 1992, she has been the responsible secretary for the scientific medical journal "Russian Annals of Pediatrics and Perinatology" (Rossiyski Vestnik Perinatologii i Pediatrii). She is the author of 63 scientific papers.

Julie Stachowiak grew up in Houston, Texas, and attended college at Rochester Institute of Technology. In 1992, she received a Masters of International Affairs with a specialization in international law/human rights and Soviet regional studies from the Columbia University School of International and Public Affairs. She then received a Masters in Public Health with a specialization in international population and family health -- particularly in the realm of HIV/AIDs in Russia -- from the Columbia University School of Public Health. She moved to Moscow in July, 1993 when she became the Moscow-American Director of the International Center for Better Health. In October, 1993, she founded AIDS Infoshare Russia. She created this organization with the vision of supporting and advancing HIV/AIDs work in Russia through information sharing and technical assistance. Prior work experience includes serving as an intern in the international department of the American Foundation for AIDS Research in New York, consulting and conducting research for a project on human rights in Central Asia for the Futures Group, and working as a counselor in a Russian orphanage in Karelia.

Martina Vandenberg has worked in the Russian Federation since December 1992. Her professional experience includes one year as the Commodity Credit Corporation Control Officer at the U.S. Embassy Moscow. In that capacity, Vandenberg managed the U.S. Department of Agriculture's \$700 million food assistance program, supervising private voluntary organizations and Russian government partners. Responsibilities also included allocation of over \$2 million in monetized proceeds. Vandenberg, a Rhodes Scholar, received

a M.Phil in Russian and East European Studies from Oxford University. She now works in Moscow as a consultant and as a founding Board Member of the Moscow Sexual Assault Recovery Center.

Yelena Yartseva graduated from the Saratov State University (Philological Department) in 1989. After this she worked as a teacher at the Saratov Economic Institute and as an expert and consultant for the NGO "AIESEC". Since April 1994, she serves as Project Consultant for the Eurasia Foundation and as main editor and interpreter for the Saratov Publishing House.

Katherine E. Young, President of Eos Technologies International, Inc., has been active in U.S.-Soviet and U.S.-C.I.S. exchanges since 1981. Fluent in Russian, Young has lived for nearly three years in the former Soviet Union and Russia. Her experience includes journalism and diplomacy in addition to formal study at the Pushkin Russian Language Institute. Her writing on the former Soviet Union has appeared in USA Today, on CNN, and on Voice of America. In 1987 she served as one of 27 guides to the USIA "Informatika" travelling exhibit, which hosted some 10,000 Soviet visitors each day. Most recently, she led Eos Technologies into a joint venture with Ukraine's Dialog Cooperative Agency to provide business consulting, interpreting, translation, video production, language instruction and travel services throughout the FSU. This venture specializes in historical and genealogical research and film production. Ms. Young holds a Master's Degree in International Affairs from Columbia University and a B.A. in History and Russian Civilization from Smith College.

Maria Zolotukhina graduated with honors from Moscow State University History Department in 1988 and entered the post-graduate studies program at the Institute of Ethnology and Anthropology, Russian Academy of Sciences, where she completed her Ph.D. dissertation on "The Evolution of Values in White Middle-Class American Families in Post WWII U.S." Ms. Zolotukhina worked in the Alcoholics Anonymous Moscow branch in 1991 as an English tutor/translator in which capacity she also worked for the Moscow Institute of Endocrinology from 1988-1989. In addition, She has served as an interpreter for World Learning in 1992, as a coordinator for the Conference on Teenagers and Family Law within the Citizen Initiatives Conference during the Good Will Games (1990), and as a researcher for Group for Ethnic and Gender Studies. Presently she works as a translator and interpreter for the Associated Press Moscow Bureau.

August 1, 1994

Mr. Terry Tiffany
USAID/Moscow



WORLD LEARNING INC.
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The U.S. Experiment in
International Living

Dear Mr. Tiffany:

Attached please find the results of the World Learning PVO/NIS Project's review of Health Care NGO Development proposals. The introductory log sheet provides an overview of the findings.

A summary sheet of Review Committee recommendations is provided for each proposal. Proposals fall into three categories: Recommended, Recommended with Modifications, and Not Recommended.

As we indicated in our discussions with you last Friday, the solicitation did not produce the quality and quantity of proposals that we would have hoped for. Contrary to what resulted from previous reviews, the Committee was unable to recommend substantially more proposals than the funds available could cover.

The Review Committee requested that we advise USAID/Moscow of two major concerns:

First, that due to the small amount of funding available for the proposals reviewed in the April round, there were a number of very good projects that failed to receive funding. The Committee requests that USAID/Moscow consider revisiting the already existing proposals from that earlier round if it does not find the present group of Recommended or Recommended with Modifications proposals satisfactory.

Secondly, although the Review Committee recognized that the budgetary revision necessary on Foundation House is substantial, the proposed activity received unanimous endorsement as a crucial, important and extremely appropriate activity for USAID to fund in the health care sector in Russia. They recommend it most highly subject to budget revision by World Learning, and maximum funding of no more than \$375,000.

If you have any questions, please let us know immediately. Due to the time constraints of our existing overall Cooperative Agreement it is essential that the final decision on these matters be made as soon as possible by USAID Moscow.

We thank you very much for your participation in this process.

Sincerely,

W. Thomas Kelly
W. Thomas Kelly
Director, PVO/NIS Project

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International Living

MEMORANDUM

To: Terry Tiffany

From: Tom Kelly *[Signature]*

Re: Review Process Results

Date: August 1, 1994

In the course of the review of proposals we were able to discuss certain budget issues with the Committee and they were in agreement that World Learning would suggest funding ranges for the recommended projects.

In this vein we are presuming to suggest the following range of funding for the eleven projects being recommended:

Project/Number	Low	High
Feed The Children/430	\$650,000	\$700,000
PIRE/407	650,000	700,000
Magee/404	500,000	540,000
World Vision/427	750,000	750,000
Intl. Rescue Committee/405	400,000	400,000
CECHE/408	375,000	450,000
Operation Smile/409	650,000	700,000
Foundation House/432	150,000	375,000
PSI/433	650,000	750,000
Lutheran Hosp.-Lacrosse/411	500,000	535,000
San Francisco State (WMC)/425	375,000	450,000
Total	\$ 5,650,000	\$ 6,350,000

Our suggestions are based on such issues as level of match funds, line item disallowances in accordance with AID regulations, etc. If you need further information on these funding levels, please contact our Finance Officer, John Owens.

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