

**ADVANCED TRAINING FOR LEADERSHIP AND SKILLS
ATLAS PHASE II**

ATLAS II: QUARTERLY PERFORMANCE REPORT

ATLAS: Phase II; Contract FAO-C-00-95-00037-00
Quarterly Performance Report No. 28
Time period: October 1 - December 31, 2002
Contractor: The Africa-America Institute (AAI)
380 Lexington Avenue, New York, NY 10168

A. Narrative

A.1 Background

ATLAS ("Advanced Training for Leadership And Skills") has as its goal *the improvement of the performance of African institutions and organizations to plan and promote sustainable development in Africa*. This goal is to be achieved by strengthening leadership and technical abilities of selected individuals through training in the United States, as well as enhancing professional skills of individuals already working in Africa in key public and private institutions. ATLAS Phase II builds on the strengths of ATLAS Phase I and previous training projects (notably AFGRAD). Over the base period of the contract (= three years), the contractor will devote 1,030 person months of level of effort; over a five year period this would be a total of 1,711 person months of direct employee or subcontractor labor. Total funding for the base period is \$48,052,174.00; over five years the total amount is \$83,125,951.00. The contract has been extended for three additional years (October 2000 through September 2003) in order to monitor remaining participants through their program completions.

A.2 Expected Results

ATLAS will train approximately 150 participants per year for BA (25), MA (100) and PhD (25) programs in the United States, as well as 25 per year for post-graduate, non-degree programs. ATLAS will also provide in-country training for 60 participants per year through conferences and workshops, as well as provide grants to approximately three African organizations per year. The ATLAS contract stipulates a base period of three (3) years, followed by possible renewals, pending performance review, for up to two years (called Option 1 and Option 2). Based on a five-year contract, and assuming projected mission OYB transfers, major targets are as follows

- approximately 125 Africans trained at the BA level;
- approximately 500 Africans trained at the MA level;
- approximately 125 Africans trained at the Ph.D. level;
- approximately 125 Africans offered short term (maximum: six months) non-degree training in the U.S.;
- approximately 300 Africans trained regionally (through conferences and workshops in Africa [*enhancement*]);
- approximately \$400,000 given in grant support to approximately 15 African organizations (professional societies/alumni groups/voluntary associations)

A3a. Current Core Activities

- *Recruitment, Selection and Placement:*

No recruitment or selection took place during this period. Placement efforts for the three-year extension period ended with the last participant from Benin's recruitment in July 2000.

• *Monitoring and Enrichment:*

ATLAS staff continued to monitor 32 participants, of which three are earning Ph.D's and 29 are earning Master's Degrees. Eleven participants have successfully completed their degree programs (all Master's Degrees) during the reporting period. Of the eleven, 5 have already returned to Africa and the remaining 6 are scheduled to depart between January and February 2003.

Program extensions during the reporting period include:

- 2 participants from South Africa (Ph.D candidates) extended through May 2003.
- 2 participants from Tanzania (one for two months of practical training and one for 30 days to finalize repatriation arrangements), and
- 2 participants still awaiting USAID Mission approvals (one from Benin and one from Tanzania) for extensions through May 2003.

A participant from Benin, who was on approved leave of absence for medical reasons, returned in January 2003 for the final semester of her MPH program.

• *Database Management and Finance:*

During this period, all tax liabilities were paid for all participants.

• *Enhancement and Follow-On Activities:*

- (1) Conferences: No conference activity during extension period.
- (2) Grants: No grant activity during extension period
- (3) Publications: Distribution of The ATLAS Directory for 2000 copies continued.

• *Database Management and Finance:*

During this period, all tax liabilities were paid for all participants.

• *Enhancement and Follow-On Activities:*

- (1) Conferences: No ATLAS conference activity during extension period. However, we arranged for one participant (from Tanzania) to attend an internship at the Sequoia National Park during the upcoming quarter.
- (2) Grants: No grant activity during extension period
- (3) Publications: Distribution of the ATLAS Directory for 2000 copies continued.

A3. Current Buy-ins: **Guinea**

No buy-ins for this reporting period.

A3c. Current subcontracting activities

No subcontracts during extension period.

A4. Performance

(a) Core Activities

- **RECRUITMENT** (indicators/standards: publicize scholarships for all geographic/linguistic/ethnic areas; target women; fields of study consistent with missions' strategic objectives)

No recruitment during this period.

- **SELECTION/PLACEMENT** (*indicators/standards: placements respond to identified training needs and mission objectives; completed within 9-12 months after approval by selection committee: 10% HBCUs; 30% women; 95% satisfaction rate [missions]; participants/program objectives: participants/required time-frame*)

As mentioned in previous quarterly reports, because the ATLAS recruitment cycle was extended to a year-round activity as a result of individual Mission's schedules, selection and placement became continuous activities. Unless deadlines for receipt of TOEFL, GRE or GMAT scores were missed or candidates deferred acceptance of their fellowships due to personal or professional reasons, ATLAS placements were completed within the period required under the contract. The targets for HBCU placement, women participation and approval of Training Implementation Plans (TIPS) by the missions were achieved. The large majority of participants are also in programs that meet their objectives and their training is completed within the allotted time.

- **MONITORING/ENRICHMENT** (*indicators/standards: no more than 5% of participants report logistical/support problems; information/communication problems; 30% of participants engage in enrichment activities; enrichment training consistent with program objectives and mission objectives*)

Most participants who completed during this period were satisfied with their academic programs. Complaints regarding ATLAS management were generally connected to program extension approvals, fixed USAID allowances, visa regulations and health insurance coverage.

Outstanding Problems: None

- DATABASE MANAGEMENT/FIELD SUPPORT/QUALITY CONTROL (indicators standards: activities performed on time and within budget; 100% of reporting requirements met on time; 100% of time immediate response to field mission requests/ideas; cable response of 5 days; fax telex response of 2 days)

Communication between the contractor and mission personnel was handled effectively and in a timely manner.

- ENHANCEMENT/FOLLOW-ON (*indicators/standards: 2 symposia/year; ATLAS ALERT [2/yr]; IROKO [2/yr]; Directory; 75% of missions sponsor participants/yr to symposia: 1 or 2 distinguished alumni awards/yr; 2 or 3 grants/yr*)

- Symposia: No activity during extension period
- Grants: No activity during extension period
- Publications: 2000 edition of Directory of Fellows distribution completed.
- Mission sponsorship of participants to field symposia [indicator: 75% of USAID Missions within 12 month time frame send at least one (1) participant to an ATLAS regional activity]: No activity.

Problems:

- (a) Conferences: See above
- (b) Grants: See above
- (c) Publications: None

(b) *Buy-In Activities:* None

B. Administrative Information

Contract Data:

8 years

Total level of effort: 1,711 p/m
Total Estimated cost: \$83,125,951

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| 1. Level of effort (last three months) | 15 (estimated) p/m |
| 2. Cumulative level of effort | 1,500 (estimated) p/m |
| 3. Unused level of effort | 211 p/m |
| 4. Expenditures (last three months) | \$ 236,908 |
| 5. Cumulative expenditures to date | \$47,015,783 |
| 6. Remaining unexpended balance | \$36,110,168 |