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Folder Title:

1994 Budget - Authorization for National Service

Stack:

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Section:

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Position:

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THREE YEAR AUTHORIZATION

Three-year authorization; \$394 million in fiscal year 1994.

- Senator Durenberger's amendment will reduce the authorization for S. 919 from five years to three years.
- The legislation will authorize \$394 million for fiscal year 1994, and such sums for fiscal years 1995 and 1996. Congress will determine authorizations on an annual basis.
- The entire program will face reauthorization in fiscal year 1996.

THE CBO cost estimates are up-to-date.

- The cost estimates of the Congressional Budget Office (CBO) accurately reflect the authorizations and policy in the legislation. According to the CBO, the total, three-year budget authority under the legislation would be slightly more than \$1 billion. Outlays in the first year would be only \$97 million. (See attached chart.)

The OMB cost estimates are outdated.

- The cost estimates of the Office of Management and Budget (OMB) do not reflect final policy. These estimates were developed in February. At that time, the expected educational award was \$10,000. The initiative sent to Congress in May included a \$5,000 award, and reflected a variety of other changes.
- OMB Director Leon Panetta recently wrote to Senator Kennedy: "The Administration budget estimates for the out-years prepared this spring do not fully reflect the final policy contained in the Administration's national service initiative sent to Congress on May 6, 1993, or the provisions of S. 919 as reported from the Committee."
- The \$10.8 billion "cost estimate" adds a fifth year to outdated OMB figures. It reflects neither the new three-year authorization nor the policy in S. 919.

**FIVE-YEAR AUTHORIZATION
COST ESTIMATES FOR S. 919**

Fiscal Years
Dollars in millions

	1994	1995	1996	1997	1998	TOTAL
<u>CBO</u> (June 22)						
BA	\$389	\$399	\$409	\$419	\$430	\$2046
Outlays	\$97	\$523	\$405	\$415	\$425	\$1865
<u>OMB</u> (February)						
BA	394	1250	2400	3400	3400	10844
Outlays	103	1042	1939	3000	3000	9084

NATIONAL SERVICE IS NOT AN ENTITLEMENT

- The people who say that national service is or threatens to become an entitlement need a basic lesson in how the budget works.
- The budget for the program is limited. The legislation authorizes \$394 million in fiscal year 1994 and "such sums" for subsequent years.
- Congress will determine appropriations annually. Funding for the national service initiative is subject to annual appropriations and must fall within the 602(b) limitation for the Appropriations subcommittee of jurisdiction. Each year, Congress will evaluate the program and establish a funding level, based on the quality of the programs, the demand for them, and budget constraints.
- No one is entitled to participate in the program. There is a limited number of positions -- about 25,000 next year. People will have to apply to programs; if there aren't enough spots or they aren't qualified, they won't get in.
- It is true that earned benefits will be deposited in a trust and kept for those who earn them. This is not equivalent to an entitlement to begin participation.
- No program is entitled to receive funds. All programs will have to compete for funding, and their grants will be re-evaluated at least every three years.
- No one ever advocated an entitlement. The Committee never sought to create one. The Administration never proposed one. In order to become an entitlement, national service would require entirely different authorizing legislation from S. 919 before us.
- As OMB Director Leon Panetta has written to Senator Kennedy:
"There are many reasons why this program is not an entitlement and why it should not be viewed that way. Entitlements generally are benefits that do not have to be earned but that are required to be paid due to some event or individual status. National service is not that kind of program. . . . Funding for the national service initiative is subject to annual appropriations and must fall within the 602(b) limitation for the Appropriations subcommittee of jurisdiction. Neither the Administration bill nor the ill reported from the Committee on Labor and Human Resources propose that national service should become an entitlement."

**COST SAVINGS
DUE TO REDUCTION IN EDUCATIONAL AWARD
FROM \$10,000 to \$5,000 PER YEAR**

With 150,000 participants in the out-years

1997	150,000 participants x \$5,000 = \$750 million saved
1998	150,000 participants x \$5,000 = \$750 million saved
1999	150,000 participants x \$5,000 = \$750 million saved

TOTAL SAVINGS 1997-1999	= \$2.25 BILLION SAVED
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591

25	394
50	788
75	1,182
	2,364

**Five-year Authorization
Cost Estimates for S. 919**

Fiscal Years
Dollars in millions

	1994	1995	1996	1997	1998	TOTAL
<u>CBO</u> (June 22)						
BA	\$389	\$399	\$409	\$419	\$430	\$2046
Outlays	\$97	\$523	\$405	\$415	\$425	\$1865
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Outlays	103	1042	1939	3000	3000	9084

Final

CORPORATION FOR NATIONAL AND COMMUNITY SERVICE
JUSTIFICATION OF FISCAL YEAR 1994 BUDGET REQUEST

Narrative

Overview

The budget for the first year for the programs and administration of the Corporation for National and Community Service is \$644.8 million. This constitutes \$378 million funded under the National and Community Service Act and \$266.8 million funded under the Domestic Volunteer Service Act. (The complete budget for the programs under the Labor, Health and Human Services, Education, and Related Agencies Appropriation will be submitted separately.) The funds requested will enhance opportunities for meaningful national and community service across the country and provide educational awards to certain persons participating in such service.

Specifically, the fiscal year 1994 budget will:

- o Provide for a substantial program investment in national and community service.
- o Address the Nation's unmet human, educational, environmental, and public safety needs through service opportunities.
- o Integrate existing Federal programs, and begin new initiatives, to encourage citizens to engage in full-time or part-time national and community service.
- o Enable approximately 20,000 participants to serve on a full-time basis, or its equivalent on a part-time basis, and to receive an educational award upon successful completion of service.
- o Enable as many as 350,000 students, through service learning, and 525,000 retired and senior volunteers to participate in nonstipended, part-time activities designed to address the needs of local communities.
- o Support participation by over 40,000 low-income seniors in stipended activities designed to provide special support for children and other seniors in need.
- o Support the innovation, demonstration, training, capacity building, evaluation, and other activities necessary to assure high quality, effective programs and service opportunities.

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- o Form the Corporation for National and Community Service to administer activities at the Federal level and fund State Commissions to carry out certain functions within the respective states while minimizing administrative costs and offering maximum flexibility in meeting program goals.

In all activities, Federal funds are matched or supplemented by state and local resources.

The following discusses the specific components of the Corporation's budget, funded through the Veterans Affairs, HUD, and Independent Agencies Appropriation.

National Service Trust Fund

The new National Service Trust Fund will expand educational opportunity by providing educational awards to individuals who complete a term of service in approved national service positions.

The fiscal year 1994 budget allocates \$94.5 million for this purpose. Under the National Service Trust Fund, the Corporation will provide national service educational awards of \$4,725 for each of up to two years of service, both full-time and a part-time equivalent, to program participants who meet eligibility requirements.

The Corporation will allocate educational awards to eligible programs and organizations in accordance with the criteria specified in the Act and based upon the amount of funds available under the Trust Fund.

The budgeted amount for the Trust Fund (\$94.5 million) will be allocated for educational awards for approximately 20,000 program participants. Educational awards will be paid out upon successful completion of service according to criteria set out in the Act and future regulations to be issued by the Corporation. Under the Act, payments are made directly to the eligible institutions to repay outstanding student loans; to pay current educational expenses; to pay expenses incurred when participating in an approved school-to-work program; and to meet certain interest expenses that may accrue when an individual has obtained forbearance in the repayment of a qualified student loan. Awards must be used within seven years of completion of service.

The Trust may be supplemented by gifts or bequests for specific purposes. Amounts available to the Trust will be invested in interest-bearing obligations by the Secretary of the Treasury. The Corporation will issue an annual statement concerning the financial status of the Trust Fund.

Title I of the National and Community Service Act: Subtitles C and H Activities

Under this broad authority for a new National Service Trust Program, the Corporation will provide assistance to organizations in order to carry out, or make grants to carry out, national and community service programs. These programs will address the Nation's unmet human, educational, environmental, and public safety needs through service opportunities. Further, the Corporation will provide educational awards to participants in any program that receives such assistance. Funding for the awards will be allocated from the National Service Trust Fund. Eligible organizations include: nonprofit organizations, institutions of higher education, school districts, local governments, States, and Federal agencies.

A total of \$205.4 million is allocated to provide assistance to organizations. When added to the amount set aside under the Trust Fund, the total request is for \$300 million, or the authorized amount. These funds will support living allowances for participants, related benefits such as health costs, administrative costs, and program delivery costs.

Federal funds must be matched, and may provide only 85 percent of the applicable minimum living allowance, and in general 75 percent of other costs with certain exceptions.

The Corporation may provide assistance for planning, program operation, replication, and training and technical assistance to nonprofit organizations, institutions of higher education, school districts, local governments, States, and Federal agencies.

The \$205.5 million allocated for Subtitles C and H will be distributed as outlined below:

Formula Grants to States

To carry out the above activities, the Corporation will make available one-third of the monies allocated under subsections (a) and (b) of section 121 of the Act to states on the basis of population.

In addition, of the amounts appropriated for these subsections, one percent shall be reserved for grants to the United States Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and Palau for a specified period. These funds shall be distributed on the basis of population. Finally, an additional one percent shall be reserved for Indian tribes to be distributed competitively.

If a State or Indian tribe fails to apply for and receive monies under this part, then the Corporation may use these funds either to distribute grants directly to local organizations within the state or to reallocate the funds to other states.

Competitive Grants to States

In addition to awarding formula grants to states on the basis of population, the Act requires the Corporation to use not less than one-third of the allocated funds under subsections (a) and (b) of section 121 for the purpose of making competitive grants to States.

Under both the formula and competitive grant provisions, States must assure that not less than 60 percent of the assistance will be used to make grants in support of national service programs other than national service programs carried out by a state agency. Further, the state must select projects within the state on a competitive basis. Statutory requirements concerning program impact upon participants, the quality of the national service program, adherence to priorities designated by the Corporation, and various geographical, economic, and other considerations must also be met.

As in the formula grants, of the total of \$205.5 million being requested under subtitles C and H of the Act, \$51.8 million will be distributed to states on a competitive basis. These funds will support program participants directly; corresponding educational awards for these participants will be provided under the National Service Trust Fund.

Other Competitive Grants

The Corporation will also make grants on a competitive basis to subdivisions of States, Indian tribes, public or private nonprofit organizations (including labor organizations), institutions of higher education, and Federal agencies in order to carry out national and community service programs. Of the amounts used for this purpose, not more than one-third may be provided to Federal agencies.

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In fiscal year 1994, \$48.7 million will be distributed to these grantees on a competitive basis. These funds will support program participants directly; corresponding educational awards for these participants will be provided under the National Service Trust Fund.

Special Program Grants

The Corporation is requesting \$20 million for special program grants including challenge grants, funds for programs utilizing persons with disabilities, planning grants, and funds for disaster relief efforts.

Funding for Quality and Innovation

The Corporation is requesting \$30 million for demonstration programs, evaluation of Corporation programs, summer programs, fellowships, training, technical assistance, research, and intergenerational programs.

Title I of the National and Community Service Act: Subtitle B Activities

Subtitle B activities are divided into Serve America and Higher Education Innovative Programs.

Serve America Programs

Under Serve America Programs, the Corporation will provide support for school-based programs for students and community-based service programs for school-aged youth to foster service learning among young Americans -- those in elementary, middle, and secondary schools across the country.

The budget includes \$33.8 million for this purpose. The Act specifies the distribution of these monies.

Under the school-based service learning program, the Corporation will make grants to States, through state education agencies, and to Indian tribes to pay the Federal share of planning activities; capacity building; as well as implementing, operating, or expanding school-based service learning programs. Seventy-five percent of funds are distributed on the basis of a formula taking into consideration: the number of school-age youth and amounts allocated under Chapter 1 of Title I of the Elementary and Secondary Education Act of 1965; and remaining funds are distributed on a competitive basis. Authority also exists to fund local applicants under certain conditions.

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The program also supports grants to State Commissions, grantmaking entities, and qualified organizations to pay for the Federal share of the implementation, operation, expansion, or replication of community-based service programs.

Under the Act, not more than 63.75 percent of funds appropriated for the Serve America programs shall be available for school-based service learning programs and not more than 11.25 percent shall be available for community-based programs.

Higher Education Innovative Programs

The Higher Education Innovative Programs provide assistance to institutions and consortia of institutions of higher education, as well as partnerships comprised of such institutions and other public or private nonprofit organizations, to establish or expand service-learning programs. Funds are awarded on a competitive basis to enable organizations to meet the human, educational, environmental, or public safety needs of neighboring communities.

The fiscal year 1994 budget request is \$11.2 million, or approximately twice the amount available in fiscal year 1993 under programs funded by the Commission on National and Community Service.

By law, the Federal share of the cost of carrying out a community service project for which a grant or contract is awarded under this part may not exceed 50 percent.

Participants in the program are eligible for the national service educational award if the participant serves in an approved national service position. The budget estimates that 1,100 participants will receive educational awards with funds available under the Trust in fiscal year 1994.

Under the Act, not more than 25 percent of the amount appropriated under Subtitle B of Title I of the Act shall be available for Higher Education Innovative Programs.

National and Community Service Act: Subtitle E--Civilian Community Corps

The Civilian Community Corps will engage youth in full-time service activities to address the needs of local communities. The program will engage military bases no longer in use and discharged military personnel in the operation of service programs. The program is in the initial stages of development.

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The fiscal year 1994 budget includes no new monies for this program and we hope to carry forward the \$20 million available in fiscal year 1993.

Title III of the National and Community Service Act: Points of Light Foundation

The budget includes \$5 million for the activities of the Points of Light Foundation. These funds are being requested by the Corporation and will be released to the Foundation upon receipt of an approved plan which meets criteria set by the Corporation.

Program Administration

Corporation for National and Community Service

To administer the programs authorized under the Act, the resources appropriated to ACTION for program administration and those appropriated to the Corporation for program administration will be used. The new Corporation will be administered with a primary goal to make the best use of available technology to ensure program integrity, maximize productivity and limit the need for Federal staff. The ACTION funds for FY 1994 are those requested in the President's budget this past spring. The justification for those funds remains the same. The justification for the funds authorized under the Act for program administration for the Corporation follows:

Personnel compensation and benefits To administer the greatly expanded programs authorized by the Act, a total of 98 people are required. These people will provide leadership to the Corporation and will be engaged in regulation writing, program development, systems development, evaluation and monitoring, waiver administration, and fiscal administration. The total cost of all personnel and benefits under Title I in FY 1994 is \$6.1 million.

Travel and transportation One million dollars will be required to fund the travel and transportation costs necessary in establishing the new Corporation, working to establish and working with new State Commissions, working with local organizations as they create national service opportunities, and monitoring project performance. Included in the travel budget are funds for up to twelve Corporation representatives who will be assigned regionally but based in the Washington headquarters to attend State Commission board meetings

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and work closely with state officials and programs within their regions.

Printing and reproduction There is strong public awareness of and interest in the new National Service program. Demand for program information will be high. Cost of meeting that need for printed information will be \$0.5 million.

Other services The Act requires major systems development to track a very complex series of program activities. To ensure the integrity of the Trust Fund, data on thousands of volunteers serving at perhaps thousands of sites must be maintained. This system development must be done in an extremely short time period. This will require extensive use of outside consultants and firms. The total required for other services is \$4.3 million.

Supplies, materials, and equipment Beginning a new entity with new employees will require additional furniture and supplies. To make these new programs as efficient as possible will require a substantial investment in computer and telecommunication hardware beyond what exists in ACTION or the Commission on National and Community Service. The total required for supplies, materials, and equipment is \$1.1 million.

State Commissions

Under the Act, State Commissions have broad responsibility to prepare the national service plan for the State, prepare applications for assistance, make award recommendations to the Corporation, assist in the provision of health care and child care benefits to program participants, develop a state system for recruitment and placement, administer a grant program within the state, and develop projects, training methods, curriculum materials, and other materials and activities related to the national service program.

The budget includes \$14 million to begin operations of the State Commissions. This will provide minimum amounts for small states, as well as additional amounts for larger States. By law, Federal funds may constitute no more than 85 percent of the total cost to operate State Commissions in fiscal year 1994, with declining percentages in subsequent years so that the Federal share does not exceed 50 percent of such costs for the fifth year and any subsequent year.

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Corporation for National and Community Service
 Budget for Fiscal Year 1994
 Funded under Veterans Affairs, HUD, and Related Agencies Appropriation
 Dollars in Millions

National Service Activity	FY 1994 Funding
<u>National Service Trust Fund</u>	<u>94.5</u>
<u>Title I Subtitle C Activities</u>	<u>205.5</u>
Formula grants to States	51.8
Competitive Grants to States	51.8
Other Competitive Grants	48.7
Set-aside for Trust Territories	1.6
Set-aside for Indian Tribes	1.6
Innovation, Evaluation, and Other a/	50.0
<u>Title I Subtitle B Activities</u>	<u>45.0</u>
Serve America Programs	33.8
Higher Education Innovative Programs	11.2
<u>Points of Light Foundation</u>	<u>5.0</u>
<u>Program Administration</u>	<u>28.0</u>
Corporation (the Act portion)	14.0
State Commissions	14.0
Total	378.0

a/ The authorizing statute provides that no more than \$45 million of these funds may be used to support activities authorized under sections 125 and 126 (b) and (c) and subtitle H of the Act.

CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

PROPOSED FY 1994 OBJECT CLASSIFICATION: ADMINISTRATION OF PROGRAMS
 AUTHORIZED UNDER TITLE I OF THE NATIONAL AND COMMUNITY SERVICE TRUST ACT
 FUNDED BY THE VETERANS AFFAIRS, HUD, AND INDEPENDENT AGENCIES APPROPRIATION
 (\$000)

	FY 1993 Commission on National and Community Service	FY 1994
Personnel compensation:		4,450
Permanent positions (FTP)	990	385
Positions other than FTP	10	261
Other personnel compensation	55	
Total, personnel compensation	1,055	5,096
Personnel benefits	205	991
Travel and transportation of staff	210	1,000
Transportation of things		65
Rents, communications, and utilities	510	863
[Building rents]	[220]	[230]
Printing and reproduction	143	500
Other services	257	4,326
Supplies and materials	60	248
Equipment	60	892
TOTAL	2,500	13,981
FTE	17	98

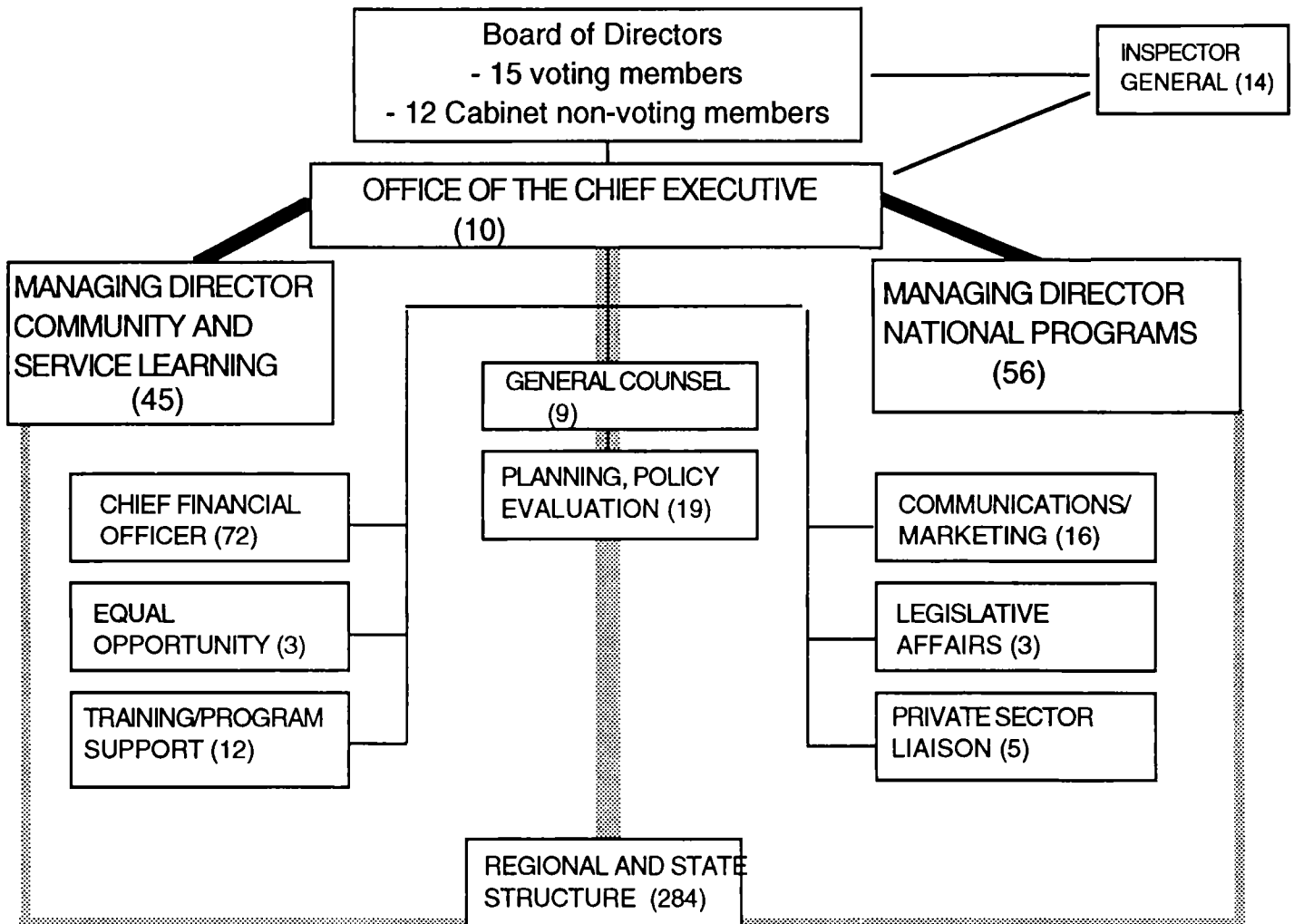
Corporation For National
And
Community Service

Draft Organizational Structure
For
Discussion And Resource Planning

Draft 0.75
8-9-93

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Ref. 501-3 Sec A1 FAR

CORPORATION FOR NATIONAL SERVICE
Number of Employees



TOTAL NATIONAL HEADQUARTERS STAFF: 264

TOTAL REGIONAL STAFF: 111

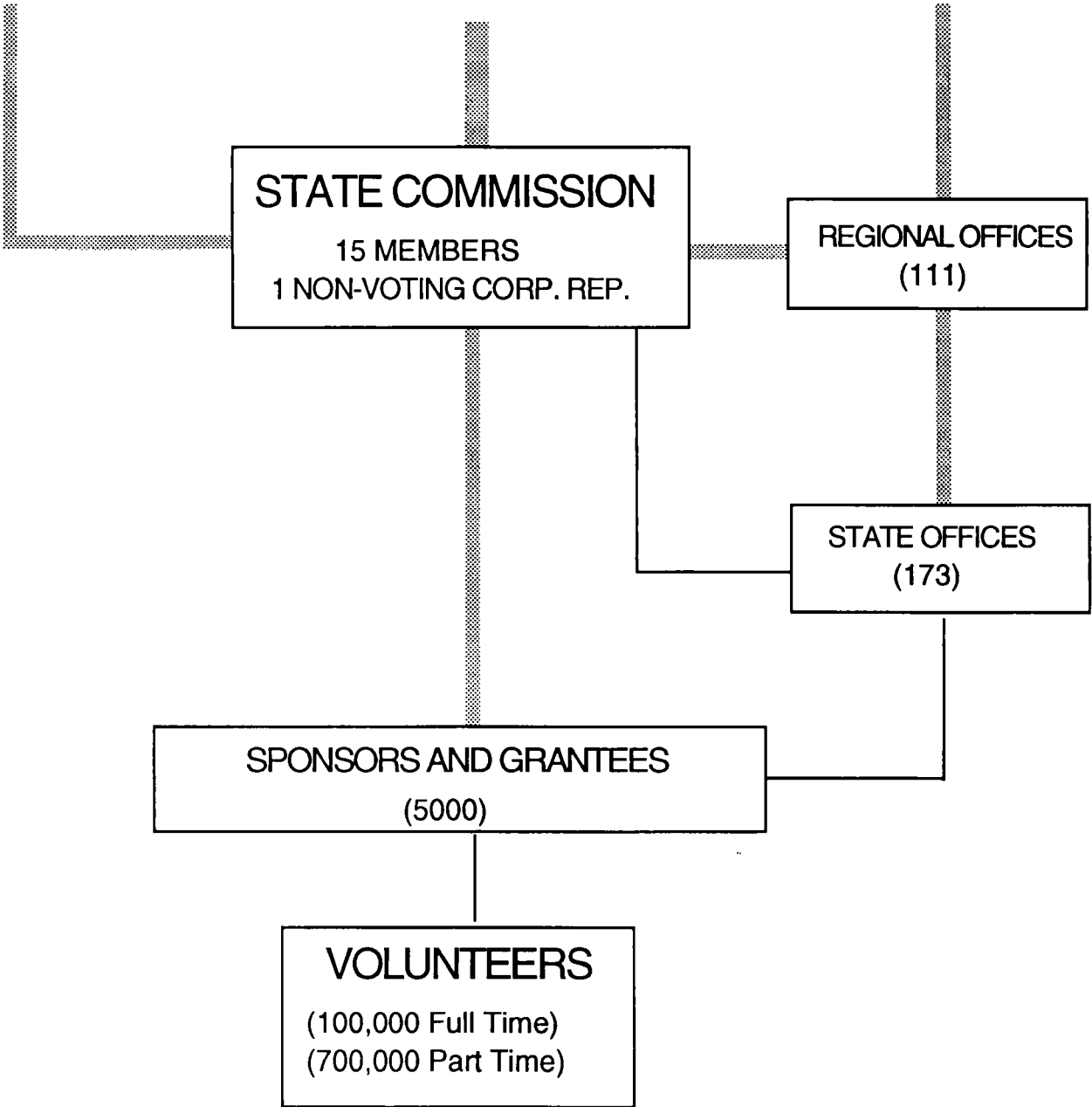
TOTAL STATE OFFICES: 173

TOTAL CORPORATION REPS: (50)

TOTAL CORPORATION FOR NATIONAL SERVICE STAFF: 548

-- (598 If All Corp Reps Are Schedule C)

REGIONAL AND STATE STRUCTURE



APPOINTED POSITIONS FOR CORPORATION

Presidential

Chief Executive Officer

Managing Director
National Service

Managing Director
Community and Service
Learning

Inspector General
(IG Act 1978)

Director, Administration (CFO)

Schedule C

Director VISTA, NCSES

Director FGP, Sch. C-15*

Director SCP, Sch. C-15*

Director RSVP, Sch. C-15*

General Counsel Sch. A

Field

Regional Directors, Sch. C - 15*

Corporation Reps, Sch. C - 13

Other Political Appointments

Director Older American Programs, NCSES

Special Assistants/Deputies, Sch. C

*For some positions, you may want to select current career personnel. Not required to use Schedule C authority but will have implications that need to be discussed.

CORPORATION FOR NATIONAL SERVICE

OFFICE OF THE CHIEF EXECUTIVE OFFICER (10)

Chief Executive Officer (PAS)
Executive Vice-President
Chief of Staff
Executive Assistant
Special Assistant (3)
Secretary (2)
Administrative Officer (1)

INSPECTOR GENERAL (14)

Inspector General (PAS)
Deputy Inspector General
Inspectors (10)
Administrative Officer
Secretary

GENERAL COUNSEL (9)

General Counsel
Deputy General Counsel
Associate Counsel (4)
Secretary (3)

LEGISLATIVE AFFAIRS (3)

Director
Deputy Director
Secretary

EQUAL OPPORTUNITY (3)

Director
Deputy
Secretary

COMMUNICATIONS/MARKETING (16)

Director
Deputy
Marketing Services (6)
Public Affairs (Field) (3)
Writer/Editor (3)
Secretary (2)

OFFICE OF PLANNING, POLICY & EVALUATION (19)

Director
Deputy
Planning (5)
Policy/Program (5)
Evaluation (5)
Secretary/Typist (2)

PRIVATE SECTOR LIAISON (5)

Director
Deputy Director
Liaison (2)
Secretary

OFFICE OF TRAINING & PROGRAM SUPPORT (12)

Director
Deputy
Training (6)
Program (2)
Secretary (2)

OFFICE OF MANAGEMENT & BUDGET (72)

CHIEF FINANCIAL OFFICE (3)

Chief Financial Officer (PAS)
Deputy CFO
Secretary

*** COMPTROLLER'S OFFICE (5)**

Comptroller
Budget (3)
Secretary

***Accounting and Financial Management (18)**

Director of Financial Management
Deputy Director
Operations (5)
Volunteer Payroll (3)
Accounting (6)
Typist (2)

***Automation (7)**

Director
Deputy Director
Computer Specialist (5)

***Procurement & Grants (5)**

Director
Grants
Trust Management (2)
Typist

***ADMINISTRATIVE & MANAGEMENT SERVICES (19)**

Director
Deputy Director
Management Services (7)
Support Services (5)
Travel Assistant
Mail Clerk (2)
Typist/Secretary (2)

***PERSONNEL MANAGEMENT (15)**

Director
Deputy Director
Personnel Management Specialist (5)
Labor Relations (3)
Classification/Payroll (2)
Secretary (3)

MANAGING DIRECTOR/NATIONAL PROGRAMS (56)

DIRECTOR'S OFFICE (5)

Director (PAS)
Deputy
Special Assistant (2)
Secretary

***VISTA (16)**

Director
Deputy
Training (3)
Program (3)
Recruitment (3)
Placement (3)
Secretary/Clerk/Typist (2)

***EXPERIMENTAL PROJECTS (6)**

Director
Deputy
Program Specialist (3)
Secretary

***CITIZEN CONSERVATION CORPS (10)**

Director
Deputy
Program Specialist (4)
Outreach Coordinator (2)
Secretary (2)

***OFFICE OF OLDER AMERICAN PROGRAMS (18)**

DIRECTOR'S OFFICE (3)

Director
Deputy
Secretary

***FOSTER GRANDPARENTS (5)**

Director
Deputy
Program Specialist (2)
Secretary

***RETIRED SENIOR VOLUNTEER PROGRAM (5)**

Director
Deputy
Program Specialist (2)
Secretary

***SENIOR COMPANION PROGRAM (5)**

Director
Deputy
Program Specialist (2)
Secretary

MANAGING DIRECTOR/SERVICE LEARNING & COMMUNITY PROGRAMS (45)

Director (PAS)

REGIONAL OFFICES (111)

10 Regional Offices with positions listed below as examples only:

Director
Recruiter
Grants/Fiscal
Program/Training
Executive Officer
Secretary

STATE OFFICES (173)

47 State Offices with positions listed below as examples only:

Director
Secretary
Program Specialist
VISTA Volunteer leaders

STATE CORPORATE REPRESENTATIVES (50)*

* May be appointed in addition to State Director as Corporation Representative where appropriate.

* Schedule C, term-limited appointments, serving at the pleasure of the CEO.

BOARD OF DIRECTORS

Chairperson of the Board (appointed by President initially)

Vice Chair

Additional voting members (13)

EX-OFFICIO (12)

Chief Executive Officer of Corporation

8 Cabinet non-voting members (8)

Others (EPA, VA, & Peace Corps) (3)

Total National Headquarters Staff:	264
Regional Staff:	111
State Offices:	173
State Corporation Reps:	50

TOTAL CORPORATION FOR NATIONAL SERVICE: 548 (598 if all Corp Reps are Schedule C).

jvg/chart
August 8, 1993

Investment Division

(82-85 plus consultants)

Management Group (12)

- Budget/Personnel/Administration
- Legal
- Assistants

Strategic Units

1. Program Areas (20)

Program Officers for Subtitles B,C

- Outreach, selection, communication, oversight
- Negotiate/Manage grants
- Work with State Structures Staff to build Technical Assistance/Monitoring Teams
- Coordinate with State Structures

National Service (14)

K-12 (3)

Higher Ed (3)

2. State Structures (10)

- Coordinate/Monitor State Commissions
- Manage infrastructure/grants to states
- Review programs/grants in each state
- Work with SSU to build Technical Assistance/Monitoring Teams

Strategic Support Unit

1. Knowledge Transfer (5)

- Manage Fellowships Programs
- Establish/Manage Electronic Sharing System
- Newsletter/graphics
- Manage Clearinghouses
- Oversee annual report to Congress

2. Monitoring/Evaluation (10 plus consultants)

- Small central unit to lay out priorities for research/evaluation and manage outside contractors
- Manage "Early Warning" Monitoring unit to spot-check grants

3. Technical Assistance (10)

- Small central unit with outside expert consultants/teams available for:
 - Technical Assistance
 - Training
 - Private Sector Support
 - Program Development

4. Grants, Negotiation, & Administration (15-18)

•Assumes Trust Fund and Compliance functions are centralized