Implementing a program that strengthens and improves competitiveness of Macedonian agribusinesses, improves the business environment, and encourages local economic development.

A Handbook for AgBiz Lead Facilitators

USAID
FROM THE AMERICAN PEOPLE

AgBiz Program

December, 2011

Contents

ACRONYMS

ADS	Automated Directives System
AgBiz Program	Macedonia Agribusiness Activity
AIDAR	Agency for International Development Acquisition Regulations
ARD	Associates in Rural Development
AWP	Annual Work Plan
B2B	Business-to-Business
BSP	Business Service Provider
CeProSARD	Center for Promotion of Sustainable Agricultural Practices and Rural Development
CFR	Code of Federal Regulations
CPAR	Contractor Performance Assessment Report
CO	Contracting Officer
CoP	Chief of Party
COTR	Contracting Officer Technical Representative
CY	Calendar Year
DCoP	Deputy Chief of Party
EG	Economic Growth
EU	European Union
FAR	Federal Acquisition Regulation
FF&V	Fresh Fruits and Vegetables
FFRM	Federation of Farmers of Republic of Macedonia
FY	Fiscal Year
GlobalGAP	Global Good Agricultural Practice
GoM	Government of Macedonia
HR	Human Resources
IDEAS	Investment Development and Export Advancement Support (USAID funded)
IM	Invest Macedonia
IR	Intermediate Result
ISC	Integrated Supply Chain
LA	Lead Actor
LF	Lead Facilitator
LoE	Level of Effort

LoI	Letter of Intent
LoP	Life of Program
M&E	Monitoring & Evaluation
MAEA	Macedonian Agro Exporters Association
MAFWE	Ministry of Agriculture, Forestry, and Water Economy
MAP	Macedonian Association of Processors
MCP	Macedonia Competitiveness Project (USAID funded)
MoU	Memoranda of Understanding
NGO	Non-Government Organization
PIRN	Policy and Institutional Reform Need
PMP	Performance Management Plan
PPD	Public-Private Dialogue
PSDS	Private Sector Development Specialist
PV	Processed Vegetables
RfP	Request for Proposal
SoW	Statement of Work
SOW	Statement of work
STA/M	Senior Technical Advisor/Manager
STTA	Short-term Technical Assistance
USAID	United States Agency for International Development
VAT	Value-added tax
VC	Value Chain
VCLF	Value Chain Lead Facilitator

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I. AGBIZ PROGRAM BACKGROUND

USAID supports economic growth in Macedonia through programs that strengthen and improve competitiveness of Macedonian agribusinesses, improve the business environment, and encourage local economic development. Tetra Tech ARD has been successfully implementing USAID's AgBiz Program in Macedonia for more than four years. In May 2011, USAID/Macedonia asked Tetra Tech ARD to respond to a Statement of Work (SOW) for a two-year extension of AgBiz.

The objective of the AgBiz Extension will be to build off of the existing capacity and expertise of Macedonian professionals, lead firms, and farms to create a new understanding in the market for embedded services and fee-based service delivery. The provision of the services will be delivered sustainably by local partners well beyond the anticipated graduation of the USAID Macedonia program. The AgBiz Extension will focus on two value chains—fresh fruits and vegetables (FF&V) and processed vegetables (PV); emphasis will be on the lower levels of the value chains, with a view to increasing product quality and quantity to meet demand, and to raising the critical mass of stakeholders in the targeted value chains and increasing the use of service providers and the development of sustainable packages of services.

Ever since the beginning and especially during the period 5/19/2007-05/18/2008, USAID has, in the Contractor Performance Assessment Report (CPAR), evaluated Tetra Tech ARD's AgBiz with the following ratings:

AREAS	RATINGS
Quality of Product or Service	Outstanding
Cost Control	Excellent
Business Relations	Excellent
Timeliness of Performance	Excellent

The 'excellent' ratings continue to date.

So, if you want to learn from the best, we are here to assist you!

2 II. PURPOSE OF THE HANDBOOK

TetraTech ARD has designed and written this handbook as a guide to Local Business Service Providers (BSPs) and AgBiz Lead Facilitators (LFs) to help them establish and follow standardized management practices in line with USAID rules and regulations, related to purchasing, subcontracting, activity implementing, monitoring and evaluation and reporting policies and procedures. The handbook also provides information on contracting arrangements, ARD and client approval requirements, competition requirements, general subcontract administration guidelines, and responsibilities for commodity and service procurements.

In particular the Handbook will enable LFs and BSPs staff to:

- Properly implement their subcontracts and achieve the subcontracts' goals in full compliance with USAID and USG regulations;
- Maintain an effective and efficient relationship with AgBizE staff including the regular flow of information and meeting the deadlines established for all activities to be undertaken within the subcontract;
- Conduct efficient and timely financial management by complying with all AgBizE and USAID requirements, procurement procedures and VAT reimbursement, allowable and disallowable costs, reporting subcontract cost-sharing, staffing policies, etc.;
- Perform competent subcontract administration and management, including implementation of all planned activities;
- Prepare, refine, and finalize subcontract implementation and performance review plans— including objectives, indicators, baselines and targets, and establishment of a monitoring and evaluation system that ensures data quality;
- Deliver timely and accurate information on subcontract achievements to AgBizE, success stories, and promotional materials related to subcontract work; and
- Prepare required performance reports including quarterly status reports and financial reports.

3 III. GUIDING PRINCIPLES OF PROCUREMENT AND SUBCONTRACTING

Purchasing restraint, open and fair competition, and common sense are the foundations for good procurement practice. Additionally, there are certain philosophies – conflict of interest and code of ethics – that govern the procurement process, regardless of size.

3.1 Avoiding and Addressing Conflict of Interest (COI)

Individuals should avoid situations where their private interests or that of the members of their family conflict with the interests of the Company.

In an instance where an employee's relationship with another person or organization might conflict with job performance or the Company's interests, the employee must disclose the potential conflict to his or her manager. The manager will then decide whether or not the situation presents a true actual conflict of interest and if so, the measures which must be taken to negate the conflict of interest.

Policy Statement

> *Tetra Tech and each member of it's staff and their subcontractors are committed to comply fully with the requirements set forth subpart 9.5 of the Federal Acquisition Regulation (FAR) regarding COI for all work that Tetra Tech performs.*

FAR 9.5 Defines COI as Follows:

> *"Because of activities performed or relationships established with other persons either (1) a person is unable to render impartial assistance or advice to a client; (2) a person's objectivity in performing work for a client might be impeded; or (3) a person has an unfair competitive advantage".*

Each individual working as an employee or subcontractor for Tetra Tech (including ARD and AgBiz) who is in the position of making decisions for the purchase of materials or services must sign a Conflict of Interest Statement

Review of Conflict of Interest Statement

The following relationships and courses of conduct will be deemed to involve a conflict of interest:

- Concurrent employment by the Company or any other firm if such employment encroaches materially on time or attention that should be given to the Company.
- Concurrent employment by any other firm or person that is a present or potential competitor of the Company
- Concurrent employment by any other firm or person in a procurement capacity with respect to selecting subcontractors or suppliers of materials or services being utilized by the Company.
- Holding by an employee or any member of the employees immediate family of a financial interest in any competitor, supplier of materials and services or customer of the Company to the extent that the employee's responsibilities include direct

dealings with the competitor, supplier or customer in his/her capacity as an employee of the Company.

The term “immediate family” includes any member of the employee’s family that shares the employee‘s house including the employees spouse, domestic partner, children, parents, siblings, step-parents, step-children, or in-laws.

The term “financial interest” excludes the passive ownership of less than 5% of the outstanding stock of a corporation that is publically traded provided the person has no active role in the business of such corporation.

- Acceptance by an employee or his/her immediate family on the board of directors of any competitor, supplier of material or services, or customer of the Company or as a consultant or advisor to any such board of directors or to the management of such firm or person.
- Lending money, guaranteeing debts, borrowing or accepting gifts or favors so as to place an employee or his/her immediate family under obligation to a present or potential competitor, supplier of material or services or customer of the Company.
- Participation by an employee in any voluntary organization, whether civic, professional or otherwise, in which the employee may be expected to divulge privileged or confidential information or trade secrets of the Company or take any other action that may be adverse to the Company’s interest, reputation or goodwill.

Misuse by an employee of confidential information available to or gained by an employee by reason of the employee’s employment with the Company also constitutes a conflict of interest.

What to do if a Conflict of Interest is Determined

- If current work conflicts with new/contemplated work either cease the current work or turn down the new work
- Restrict involvement in sensitive decision making activities
- Reassign an individual to a different department

3.2 Controlling Waste, Fraud and Abuse

Waste

As defined by the Office of the Inspector General, waste involves the taxpayers not receiving reasonable value for money in connection with any government funded activities due to an inappropriate act or omission by players with control over or access to government resources (e.g., executive, judicial or legislative branch employees, grantees or other recipients). Importantly, waste goes beyond fraud and abuse and most waste does not involve a violation of law. Rather, waste relates primarily to mismanagement, inappropriate actions and inadequate oversight.

Fraud

Fraud has been defined in various ways. Generally Accepted Government Auditing Standards describes fraud as:

> “*Fraud is a type of illegal act involving the obtaining of something of value through willful misrepresentation”*.

Black's Law Dictionary defines fraud as:

> *"A false representation of a material fact, whether by words or by conduct, by false or misleading allegations, or by concealment of that which should have been disclosed, which deceives another so that he acts, or fails to act to his detriment".*

Abuse

According to the Office of the Inspector General, abuse involves behavior that is deficient or improper when compared with behavior that a prudent person would consider reasonable and necessary business practice given the facts and circumstances. Abuse also includes misuse of authority or position for personal financial interests or those of an immediate or close family member or business associate. Abuse does not necessarily involve fraud, violation of laws, regulations, or provisions of a contract or grant agreement.

Ways to Avoid Waste, Fraud and Abuse

- Written Procedures and Adherence to Those Procedures.
- Competitive Bidding
- Use of Evaluation Committees
- Documentation of Cost/Price Analysis
- Checks and Balances (the person who buys supplies and services is not the one who pays the bills, manager signs checks)

Possible Indicators of Waste, Fraud and Abuse

- No written policies and procedures
- Management overriding written policies
- Key employees never taking vacation
- Missing documents
- Missing approvals
- Lengthy delays in producing requested material

If Waste, Fraud or Abuse is detected, the activity should be stopped immediately, and AgBiz should be informed. AgBiz will work with the LF to determine what next steps are necessary.

ATTACHMENT A: Conflict of Interest Statement (COI)

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IV. PROCUREMENT AND CONTRACTING COMPLIANCE

Compliance is conformity in fulfilling official requirements.

In this case, compliance is adhering to USAID Regulations, US Government Regulations, and the Terms and Conditions of the Subcontract. USAID wants us to be compliant because they are dedicated to protecting the integrity of their foreign assistance efforts and the taxpayer funds entrusted to them to do development work and improve livelihoods.

Over the past year, two government contractors have been suspended, and one former CEO has been arrested by the FBI. The common denominator for all of these events was the lack of compliance with USAID and USG rules and regulations and a lack of proper ethical conduct..

How to be Compliant?

Know what is in your contract! Know relevant USAID and USG rules and regulations!

Pertinent Regulations

- Federal Acquisition Regulation (FAR)
- USAID Acquisition Regulation (AIDAR)
- Automated Directives System (ADS)
- Code of Federal Regulation (CFR)

All of these regulations and directives are interconnected in different ways.

Regulations may be found at www.usaid.gov/business/regulations/

Highlights from Regulations Written in the Lead Facilitator Contracts

Period of Performance

Contract ends on September 30, 2012. Subcontractor will not be paid for any work after September 30, 2012 without a contract modification extending the end date of the subcontract.

Obligated Funding

- Subcontracts are currently obligated as per the fixed priced portion of the budget
- Obligated funding will be increased as each activity is approved

- AgBiz will issue a contract modification each time there is an increase in obligated funding

- No work may begin on an activity until approval and contract modification are received

- Subcontractor will not be paid for any work that is done on an activity before approval and contract modification are received.

Contractual Changes

- AgBiz may, at any time, by written order, make changes in the work within the general scope of the contract.
- Make sure that any requests from AgBiz to change your Scope of Work (SOW), or to your budget are done in writing.

Legal Requirements

Before hiring an individual consultant or subcontracting with a firm you must check to make sure they are not listed on the following websites. You may not contract with and individual or firm who appears on these lists. There are no exceptions to this requirement.

http://www.treasury.gov/resource-center/sanctions/SDN-List/

https://www.epls.gov/

Print out and keep the results

Restrictions on Certain Foreign Purchases

Purchases over $5000 must comply with Geographic Code 000 (United States) or Geographic Code 165 (Republic of Macedonia).

In addition, the Source Origin Nationality (SON) waiver for Support for East European Democracy (SEED) Countries applies to this subcontract. Procurements of commodities not exceeding $50,000 and services not exceeding $250,000 per transaction may be made from SEED countries or countries in the EU.

Confidentiality and Work Product Ownership

Except as agreed to in writing by AgBiz, the Subcontractor will not disclose to anyone information acquired during the performance of this subcontract including, but not limited to AgBiz, Tt ARD, USAID or third party business secrets, proprietary or confidential information, whether or not such information is labeled as such.

Environmental Mitigations

All of the activities developed by the Subcontractor shall be in compliance with the environmental laws and legislation of Macedonia. In addition, the Subcontractor must comply with the USAID Environmental Threshold Decision, the AgBiz Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP), and the AgBiz Pollution Prevention (Cleaner Production) Assessment (PPA). AgBiz will work with the LFs to ensure compliance.

All LF are expected to participate and be fully engaged with all environmental discussions and trainings.

Highlights of Clauses Incorporated by Reference

Federal Acquisition Regulation (FAR)

52.203-03 – Gratuities

52.203-05 – Covenant Against Contingent Fees

52.209.06 – Protecting the Government's Interest with Contractors Debarred, Suspended, or Proposed for Debarment (EPLS)

52-225.13 – Restrictions on Foreign Purchases

52-244-5 – Competition in Subcontracting

52-249-2 – Termination for Convenience of the Government

US Agency for International Development Acquisition Regulation (AIDAR)

752.225-71 – Local Procurement

752.7001 – Biographical Data

752.7002 – Travel and Transportation

752.7025– Approvals

752.7031 – Leave and Holidays

752-7027 – Personnel

All regulations that are part of your subcontract must also be made part of any subcontract that you issue.

All Clauses Incorporated by reference can be found in ATTACHMENT H.

5 V. CONTRACTING MECHANISMS

5.1 FIRM FIXED PRICE SUBCONTRACT

While there are other types of subcontracts, Firm Fixed Price is the mechanism we are asking you to use if you are doing any subcontracting under your subcontract with AgBiz.

A fixed-price subcontract is used to procure nonstandard, high-value goods or services. The items procured under a subcontract are noncommercial items that require a statement of work (SOW) to be generated in order to define the products and tasks that will be performed. In a fixed-price contract, the SOW contains sufficient definition to a deliverable that inspection and acceptance can be done to trigger payment. This is the most commonly used subcontract type agreement. The administration of these agreements is simple- if the subcontractor delivers the work in an acceptable condition, they submit an invoice and receive payment. They are not usually required to show costs or receipts

Normally, a fixed-price subcontract over $150,000 will require a contracting officer's (CO) approval. Subcontracts under $150,000 do not require a CO's approval unless the prime contract stipulates otherwise. Any subcontract, however, will generally require COTR approval of the SOW.

Lead Facilitators will go through the following steps in the subcontracting process:

1. Identify Need
2. Activity Description
3. Draft Statement of Work
4. Develop Initial Cost Estimate
5. Decide if Competitive or Sole Source
6. Obtain AgBiz Approval for SOW
7. Draft Request for Proposal (RFP)
8. Proposal Evaluation
9. Cost and Price Analysis
10. Negotiations with Subcontractors
11. Approvals
12. Files
13. Modifications
14. Invoices and Payments

1. Identify Need

When a requirement cannot be completed by the Value Chain Lead Facilitator (VCLF), or when it is more efficient, a task may be subcontracted out. Sometimes subcontractors are identified as part of the proposal process so the need is already identified and is included in the Proposal.

2. **Activity Description**
    a. AgBiz Program Background
    b. Activity Background
    c. Activity Objectives
    d. Motivation/Justification and how the Activity was Developed by the LF
    e. Activity Participant's Names, Role / Responsibilities /other beneficiaries
    f. Activity specifics
    g. Expected results
    h. Activity Costs and Sources of Funding
    i. Specific Costs to be Supported by AgBiz
    j. Activity Key Strengths and Potential Weaknesses
    k. Follow-up Planned
3. **Draft Statement of Work**

Difference between a SOW and Activity Description: An activity description is a SOW for the entire activity.

A SOW is done for individual consultants and subcontractors for their part in the activity description.

Write SOW:

- Background
- Tasks to be performed
- Deliverables required (these will be used for payment purposes)
- Estimated schedule
- Skills and Experience

4. **Develop Initial Cost Estimate**

- The cost estimate will be used to evaluate proposals when received. The cost estimate should either be included in the RFP, or kept confidential and not shared with firms bidding on the work.
- Sharing the cost estimate with selected bidders but not all bidders would be a violation of the code of conduct.

5. **Decide if Competitive or Sole Source Bid**

- Competitive procurements are preferred
- Competitive awards mean detailed budgets and cost and price analysis is simplified and the project has assurance and can justify to our client that the price is fair and reasonable
- Sole source awards are less desirable and should only be used when only one supplier is feasible.
- Sole source justification is required. Any sole source justification must be based on one of the criteria in FAR 6.302.
- Cost and price analysis and negotiation memorandum needed. Requires support for labor rates, ODC's admin costs-full detail and support needed.
- Have to validate that price is fair and reasonable

FAR 6.302 – Sole Source Justifications

- To be used when only one responsible source and no other supplies or services will satisfy requirements.
- Unusual and compelling urgency.

5. Obtain AgBiz Approval for SOW

All SOWs must be approved by AgBiz prior to issuing an RFP. AgBiz will determine USAID approval is also required.

6. Draft Request for Proposal (RFP)

Attach SOW to Request for Proposal

- RFP to include
    - Timeframe for submitting proposal
    - Special terms
    - Evaluation criteria for selecting awardee
- Tailored to sole source or competitive awards
    - Sole source cost data needed
    - Competitive then evaluation criteria included

7. Proposal Evaluation

- Competitive proposals evaluated based on criteria spelled out in RFP.
- Committee reviews proposals and will consist of technical and administrative staff.
- Sole source awards have cost and price analysis completed.

8. Cost and Price Analysis

- Proposals reviewed and determined if fair and reasonable
- For Competitive awards, award to lowest qualified contractor usually means price is fair and reasonable. A **negotiation memorandum** should be completed.
- Sole source awards require detailed analysis, negotiation memorandum, and sole source justification to be written.

9. Negotiations with Subcontractors

- Sole source awards require all elements of proposal to be reviewed and negotiated.
- The proposed amounts should be compared against the initial cost estimate and market prices.
- Negotiations should happen in order to arrive at a fair and reasonable price.
- Competitive awards can be negotiated as needed to address changes needed by the projects or address areas that do not appear to be fair and reasonable

Negotiation Memos

- Source selection based on RFP criteria and review for competed awards
- Negotiation understandings and terms and special conditions agreed to
- Price justification for sole source awards
- Include detailed criteria

10. Approvals

AgBiz must approve the following Subcontract Package Items: :

- Subcontract
- SOW
- Budget
- Negotiation Memo
- Flow Down Clauses

11. Items to be Filed with Subcontracts

- Contract Files
- Approvals
- Neg memo/Award justification documents
- Verification subcontractor not on EPLS/OFACS list
- Subcontract
- Certifications Required Certifications: 1. Anti-Kick Back, 2. Debarment, 3. Drug Free Workplace, 4. Lobbying, 5. Anti-Terrorist.

- Modifications if any
- Deliverables
- Invoices and payment information

12. Modifications

Modifications to subcontracts are an expected part of the subcontracting process, but modifications must be in writing and approved to be valid.

A subcontract modification will be required each time an activity is approved to increase the obligated funding for the subcontract.

A contract modification will also be required anytime there is a change to a SOW or budget.

13. Invoices and Payments

When deliverables are completed and delivered, an invoice can be received.

Invoices should be reviewed and approved by:

- Technical staff reviewing and approving deliverable
- Contract specialist that invoice is per contract and meets terms of the subcontract
- Finance person paying the invoice

Files should contain above approvals.

All regulations that are part of your subcontract must also be made part of any subcontract that you issue.

Attachments related to this chapter that can be found in annex include the following:

Attachment B Certification Anti Kick back

Attachment C Certification Debarment

Attachment D Certification Drug Free Workplace

Attachment E Certification Lobby

Attachment F Certification Implementation Terrorist finance

Attachment G FFP Subcontract template

Attachment H Clauses included by reference

5.2 CONSULTING AGREEMENTS

Consulting Agreements are used when hiring an individual rather than a company.

The steps for hiring a consultant are similar to hiring a subcontractor.

1. Identify Need
2. Draft Statement of Work
3. Obtain AgBiz Approval for SOW
4. Recruit Consultant
5. Negotiate Rate
6. Obtain AgBiz and USAID's approval for Rate
7. Issue Consulting Agreement
8. Files
9. Modifications
10. Invoices and Payments

1. Identify Need

When a requirement cannot be completed by the Value Chain Lead Facilitator (VCLF), or when it is more efficient, a task may be contracted to an individual consultant.

2. Draft Statement of Work

- Background
- Tasks to be performed
- Deliverables required (these will be used for payment purposes)
- Estimated schedule
- Number of days (also known as Level of Effort or LOE)
- Skills and Experience
- Special conditions/requirements to meet the terms of the prime contract

3. Obtain AgBiz Approval for SOW

4. Recruit Consultant

- You do not need to competitively bid.
- Use networks
- Individual recommendations

5. Negotiate Rate

Before you can begin rate negotiations, you need the following:

- Completed Contractor Employee Biographical Data Sheet (EBD)
- salary verification
- Education verification

How to fill out EBD

Remember an EBD is a certification. Signature by both consultant and Contractor means information has been verified and is valid. False certification is fraud if done knowingly.

- If the person already has an established daily rate, this should be used as the base.
- The individual should have worked at that rate for one year before they are eligible for an increase.
- As a general rule, a 5% increase over the previous rate is allowable.
- If the consultant only shows an annual salary on their EBD, that annual amount can be turned into a daily rate by dividing by 260 (the number of working days per year), and add up to 10-15% (depending on the Mission) to compensate for the fact that the consultant is not receiving any benefits.

6. Obtain AgBiz and USAID's approval for Rate

Request for Approval to AgBiz Includes:

- Completed EBD signed by both the consultant and the contractor
- SOW
- CV

7. Issue Consulting Agreement

AgBiz has provided you with a template to use to hire consultants.

8. Documents for File

- SOW
- EBD
- Salary and Education verification
- Consulting Agreement
- Any modifications
- Deliverables
- Payment

It is required that the technical advisor responsible for the consultant's activities complete an evaluation to be kept in the consultants file. This must be completed before the consultant can be paid.

9. Consulting Agreement Modification

Any changes to SOW, LOE, time period or rate of the consultant requires a modification to the Consulting Agreement.

10. Invoices and Payments

The Consulting Agreement should include defined deliverables. The consultant should not be paid until those deliverables have been reviewed and approved.

Attachment I: Consultant Agreement

Attachment J: EBD

Attachment K: Instructions to fill out the "Contractor Employee Biographical Data Sheet" (Biodata) for USAID.

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VI. FINANCIAL POLICIES AND PROCEDURES

The following should be submitted for reimbursement of monthly costs no later than 3 working days after the end of the month:

1. Monthly Activity Report
2. Monthly Financial Report
3. Activity Financial Report
4. Activity Cost share report
5. Invoice certification
6. Accompanying documentation
7. Invoice

Accompanying documentation are:

- Copies of receipts/invoices paid,
- Bank statements confirming payments,
- Bank statement confirming bank fees paid
- Travel expense reports
- Time sheets for consultants engaged etc.

MONTHLY REPORT

- Submitted with the Invoice.

This report provides a complete and detailed narrative status report on the component implementation for the current reporting month, to be completed and delivered to AgBiz **no later than three work days after the end of the preceding month.**

MONTHLY INVOICE

The regular receipt/invoice must have the following information:
- Place, issuing date and receipt/invoice serial number;
- Name and address of the vendor who is selling the goods/services and the vendor's tax identification number, by which the vendor is registered for VAT

- Date of the effected transaction;
- Quantity and description;
- Amount of the compensation for the effected transaction, without VAT;
- Applied VAT percentage rate;
- Amount of the calculated VAT;
- Total amount of the compensation for the effected transaction and VAT;
- Signature and stamp of the receipt/invoice issuer;

Each invoice must be addressed as follows:
USAID Macedonia
PSO Asocijacija za Ruralen Razvoj Ink. Skopje, Ul. I.L.Ribar 57/2, 1000 Skopje, Macedonia;

COST SHARE

Cost sharing is

"The portion of the project or program costs not borne by the United States Federal Government"

[Source: 22 CFR 226.2 Definitions]

Purpose of Cost Share

- To further the objectives of the program
- Ensure that the recipient will build its organizational capacity for resource mobilization
- To promote sustainability
- Expand the impact of the program
- Demonstrate recipients' degree of support

Consequences of Not Meeting Cost Share Goals

- Reduction in funding:
- The COTR may reduce the amount of USAID funding for the following funding period,
- If the award has expired or has been terminated, may require that the recipient refund the difference to USAID;
- Opportunity lost for programmatic achievements;

Cost Share Criteria

- Are verifiable from the recipient's records
- Are not included as contributions for any other USG federally-assisted project
- Are necessary and reasonable for proper and efficient accomplishment of project or program objectives
- Are allowable under applicable cost principles
- Are not paid by the Federal Government under another award or through indirect cost recovery
- Are provided for in the approved budget
- Confirm to provisions in applicable regulations

Cost Share Examples

- Cash, Goods or Services
- Funds spent from Non-U.S. Government Sources
- Labor of Volunteers or Employees
- Donated Equipment, Buildings and Land
- Program Income

Donated Cash, Goods, Services

- Donated supplies include items such as expendable equipment, office supplies, laboratory supplies, software and contributed utilities.
- Examples: Donated computers for grant work and brochures.
- Note: Source, origin, and nationality, and commodity restrictions rules DO NOT apply to cost share.

Labor: Employees & Volunteer Time

- Activity must support program performance
- Services can be of any skill level as long as work is relevant to the goals and objectives of the program
- Time must be recorded using timesheets or similar mechanism
- Hourly/Daily rates justified –
- First look in-house (in organization) for similar work
- If not available – then consider rates in labor market

Donated Equipment, Buildings and Land

- Value may not exceed fair market value of a good of the same age and condition at the time of donation.
- Examples: motor vehicles, servers, other equipment.
- Backup Documentation by Type of Cost Share

Type of Cost Share Contribution	Valuation	Back up Documentation
Cash contributions	Cash value	* Letter from the donor documenting the amount of cash donated and the name of the project supported * A bank statement showing the date and the amount received
Donated equipment, building or land	Fair market vaule at the time of the donation as established by an independent appraisal	* Letter stating what was donated and * Comparable catalogue or market survey , or * Independent appraisal of the value
Project co-funding	Actual cost incurred	* Letter from donor stating what was donated , or copy of agreement or contract, and * Copy of invoice paid by the other donor.
Other contributions, Per Diem, Travel	Actual cost incurred	* Activity Description Budget and copy of tickets
Other contributions, Stand Construction, Fair Space, Fees etc.	Actual cost incurred	* Activity Description Budget and copy of invoices & bank statements confirming payment;

Type of Cost Share Contribution	Valuation	Back up Documentation
Volunteer service	Rates for volunteer services must be consistent with those paid for simiral work	• Signed time sheet showing hours worked • A rate calculation of how the time should be valued
Donated employee time	Employee's regular rate of pay	• Signed time sheet showing hours worked • A rate calculation of how the time should be valued
Donated Supplies	Fair market value of the supplies at the time of the donation	• Letter of donation being made, and • Valuation of the donated supplies from catalogue or internet prices, bills/invoices, or quotes for same supplies

Flow Down of Cost Share

- Cost share requirements vary by recipient
- Cost share is often flowed down to sub-recipients and reflected in a submitted cost share plan and in sub-agreement

REPORTING Cost Share

A Cost Share Report is submitted **together with the Monthly Finance Report for each activity.**

ATTACHMENT M-D: Monthly Activity Report
ATTACHMENT L: Monthly Financial Report
ATTACHMENT M: Activity Financial Report
ATTACHMENT N: Activity Cost share report
ATTACHMENT O: Invoice certification
ATTACHMENT P: Time Sheet Sample

VII. TRAVEL POLICIES AND PROCEDURES

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INTERNATIONAL TRAVEL

- All international travel taken must be approved in advance in writing by the DCoP Finance and Administration Manager or the COP.
- International Air travel will only be reimbursed if it is economy class, on a US carrier if available, and via the most direct route.
- International travel requires advance approval of USAID and ARD/Burlington. Any personal travel in addition to travel for an official assignment must be clearly conveyed and approved.
- It is important that all ticket stubs and unused tickets be returned immediately upon completion of travel.

PER DIEM

- Per Diem is paid to assist in meeting costs incurred while traveling on official business.
- AgBiz may set Per Diem rates which are equivalent to or less than the US government rates. http://aoprals.state.gov/web920/per_diem.asp
- Per Diem comprises two components, Lodging and Meals and Incidentals (M & IE).

The Lodging component is provided to meet the actual cost of accommodation incurred while traveling. The cost of accommodation must be supported by a **valid receipt.**

The M & IE component is paid to employees to cover the cost of meals and incidental expenses (laundry, personal phone calls, etc) incurred while traveling on official business.

M & IE

- Each Full Day (24 hours) the traveler is away: 100% of daily M&IE
- First and Last Day of travel: 75% of daily M&IE
- Foreign travel, lodging and per diem rates must be approved by the DCoP or COP prior the trip. The most current rates must be used.

The Per Diem and the M&IE costs are claimed by submitting a **Travel Expense Report.**

Reimbursement of Private Vehicle use

- Pre-approved travel
- AgBiz internal policy is to:
- Reimburse 15% of the cost of the fuel per litter for each km travelled
- Pay tolls cost

A Reimbursement of Private Vehicle use is claimed by submitting **Business use of personal vehicle Expense Report.**

ATTACHMENT Q: Travel Expense Report

ATTACHMENT R: Business use of personal vehicle Expense Report

8 VIII. VALUE ADDED TAX

Eligibility

Organizations implementing U.S. Government (USG)-funded projects are exempt from certain taxes and duties imposed by the government of the country in which they are implementing.
Specific exemptions and the process for requesting reimbursements of taxes paid are outlined separately for each country in bilateral agreements between the USG and host governments.
In addition to the Bilateral agreement, the Directorate for Diplomatic Protocol at the Ministry of Foreign Affairs of the Republic of Macedonia prescribes the procedure for VAT and Excise refund for Diplomatic and Consular Missions and the Missions of the International Organizations resident in the Republic of Macedonia.

USAID Projects working in Macedonia are exempt from the following:

- Value Added Tax (VAT) levied on commodities purchased in-country.
- Excise levied on commodities purchased in-country.
- Customs duties levied on commodities imported into the country for use in USG-funded projects.

USAID Projects working in Macedonia are **NOT exempt** from the following:

- VAT or sales tax levied on items purchased outside of the host country where you are implementing your USG-funded program.
- Organizations with headquarters (HQ) outside of the host country, including those in the U.S. or Europe, are not exempt from VAT or sales taxes in their home country, whether the items purchased are used in the HQ office or in the field.
- Payroll taxes.

VAT PROCEDURE FOR AGBIZ SUBS

In order for each invoice and receipt to be eligible for reimbursement submitted by AgBiz, the following applies:

- The business is obliged to issue both a regular receipt/invoice and/or a Public Revenue Office computer generated fiscal receipt for the transaction.
- The receipt is considered to be the document for which VAT is calculated.

The regular receipt/invoice must have the following information:

- Place, issuing date and receipt/invoice serial number;
- Name and address of the vendor who is selling the goods/services and the vendor’s tax identification number, by which the vendor is registered for VAT;
- Name and address of buyer who is receiving the goods/services;

  Note: Each invoice must be addressed as follows:

  USAID Macedonia
  PSO Asocijacija za Ruralen Razvoj Ink. Skopje
  Ul. I.L.Ribar 57/2, 1000 Skopje,Macedonia;

- Date of the effected transaction;
- Quantity and description
- Amount of the compensation for the effected transaction, without VAT;
- Applied VAT percentage rate;
- Amount of the calculated VAT;
- Total amount of the compensation for the effected transaction and VAT;
- Signature and stamp of the receipt/invoice issuer;

  Note: If the vendor is not registered for VAT, the letters "MK" will not appear at the end of their tax identification number. VAT refunds will be rejected by the Public Revenue Office (PRO) if receipts/invoices are submitted from vendors who are not VAT registered.

Payment & Submittal for Reimbursement:
AgBiz will pay the Subcontractor's invoice including the VAT and will submit the request for VAT refund to the Public Revenue Office via USAID.

AGBIZ AND ITS SUBCONTRACTORS FOREIGN TAX REPORTING

A Foreign Tax Report must be submitted by all organizations receiving USAID funding by **April 16** each year.
All organizations receiving USAID funds must comply with the foreign tax reporting requirements established by the U.S. Embassy in that country.

9 IX. ACTIVITY IMPLEMENTATION PLAN

1. Activity Description submitted to AgBiz
2. Activity Description Approved (approx. 10 working days after submission to AgBiz)
3. All Agreements Signed (Agreements with partners LoIs/MoUs negotiated, and/or subcontracts signed with service providers/participants)
4. Actual Start Date of the Activity
5. Actual End Date of the Activity
6. Activity Post-Evaluation forms submitted to AgBiz (Three days after completion of the Activity)
7. Activity Results Report submitted to AgBiz (Seven days after completion of the Activity)
8. Three-month follow-up (if applicable)

Activity Description outline

1. AgBiz Program Background
2. Activity Background
3. Activity Objectives
4. Motivation/Justification and how the Activity was Developed by the LF
5. Activity Participant's Names, Role / Responsibilities /other beneficiaries
6. Activity specifics
7. Expected results
8. Activity Costs and Sources of Funding
9. Specific Costs to be Supported by AgBiz
10. Activity Key Strengths and Potential Weaknesses
11. Follow-up Planned

Engaging an individual expert or a service provider

- SoW - Scope of Work
- AgBiz Program Background
- Assignment Objective
- Tasks to be performed
- Deliverables
- Level of Effort
- Reporting
- Consultant Skills and Experience Required
- Securing commitment from participants

Scope of Work

- AgBiz Program Background
- Assignment Objective
- Tasks to be performed
- Deliverables
- Level of Effort
- Reporting
- Consultant Skills and Experience Required

LoI – Letter of Intent
between Lead Facilitator and the Company should be used to secure stakeholders participation and cost.

Coordination of VCs and Non-VCs Lead Facilitators development work

- Coordination with LFs and integrate all AgBiz related work
- To link VC development work with all AgBiz components;
- Monitor implementation of activity, identify deviations from approved work plans and assist LFs in developing back-up plans;
- Prioritize and direct the specific inputs from the VCLFs and participants towards other AgBiz components (PPD, AtF, EMPs)
- Monitor contractor's and sub-contractor's adherence to USAID procurement policies, procedures and guidelines;
- Monitor expenditures in each LF subcontract and initiate revisions when necessary.

ATTACHMENT S: ACTIVITY DESCRIPTION

ATTACHMENT T: SCOPE OF WORK SAMPLE

ATTACHMENT U: LETTER OF INTENT

10

X. MONITORING AND EVALUATION SYSTEM AND PROCEDURES

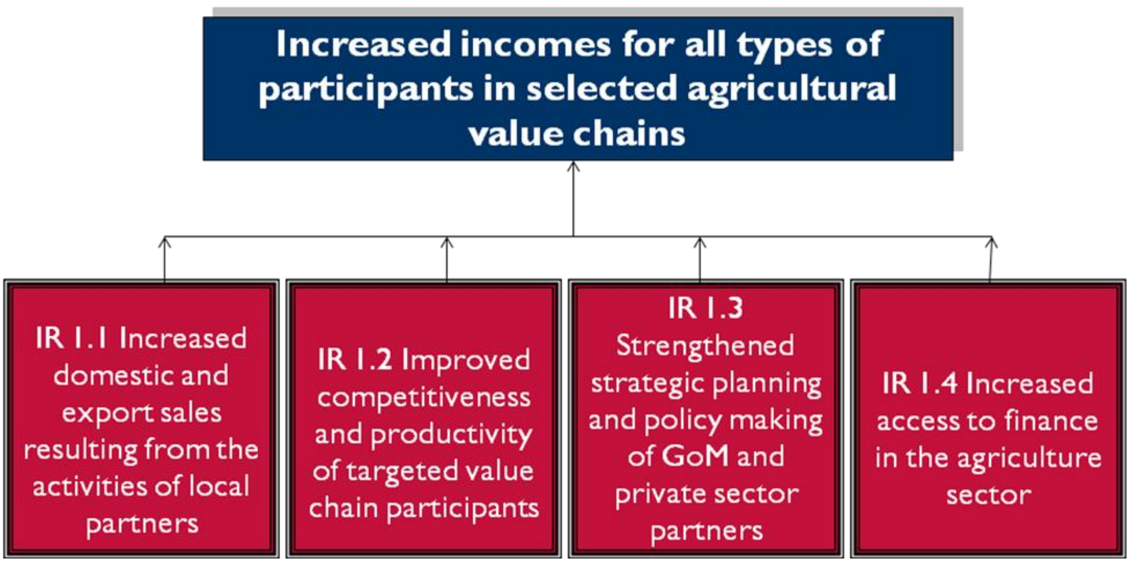
The overall objective of AgBiz Extension is “Increased Incomes for all types of participants in selected agricultural value chains”, and in doing so contribute to the USAID/Macedonia Assistance Objective (AO 3) of “Increasing Job Creating Private Sector Growth in Targeted Sectors”.

To achieve the above objectives the Task Order is divided into four major components or Intermediate Results (IR):

- IR 1.1 Increased domestic and export sales resulting from the activities of local partners;
- IR 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners (quantity, quality, profitability);
- IR 1.3 Enhanced agricultural business environment resulting from activities of local partners;
- IR 1.4 Increased access to finance in the agriculture sector resulting from the activities of local partners.

The conceptual and analytic structure that establishes the goals and objectives of AgBiz Program is presented in the Results Framework below.

AgBiz Extension Results Framework



With concurrence provided by USAID, the AgBiz team has developed a set of performance indicators and targets that will measure project performance and progress at various levels – project objectives are translated into a set of results for which indicators are identified and targets are set. The AgBiz Performance Monitoring Plan (PMP) measures data at three levels: sub-objective level, Intermediate Result level and activity level, as described below:

- **Sub-Objective-level** results are established to assess the impact at the macro level, to correspond to USAID/Macedonia's Strategic Objective level indicators and to evaluate overall performance at the program's mid-point and end;
- **IR-level** results are established to measure performance of the four components: Domestic and Export Sales, Improved Competitiveness and Productivity, Agricultural Business Environment and Access to Finance through indicators under each IR; and
- **Activity-level** outputs, project inputs, and outreach to value chain participants.

The PMP for AgBiz Extension is based on the existing and successful (Monitoring and Evaluation) M&E system already in place, adapted to measure the performance and for monitoring/evaluating the performance.

The following is a summary of the M&E instruments that are generated/adapted and the mechanisms through which data will be collected and analyzed (Templates are provided in Attachment M).

Frequency, Selected Forms and Schedule of Data Collection

Data Collection Form to be Used	Selected Period	Due date to be submitted to AgBiz
Baseline Data	January 1 - December 31, 2010	November 21, 2011
Cumulative Annual Report for CY 2011	January 1 - December 31, 2011	March 15, 2012
Quarterly Progress Report 1	January 1 – March 31, 2012	April 10, 2012
Quarterly Progress Report 2	April 1 – June 30, 2012	July 10, 2012
Quarterly Progress Report 3	July 1 – September 30, 2012	October 10, 2012
Quarterly Progress Report 4	October 1 – December 31, 2012	January 10, 2013
Cumulative Annual Report for CY 2012	January 1 - December 31, 2012	March 15, 2013

To better consolidate information on outputs, project inputs, and outreach to value chain participants, the Activities that will be implemented AgBiz has disaggregated them by type of assistance provided and adapted appropriate M&E forms:

- A – Training;
- B - Study Tour/B2B/Promotional Event;
- C - Trade Fair;
- D - Access to Finance;
- E - Policy and Institutional Reform Need (PIRN) identification; and
- F – Business Service Provider (BSP)/Consultant Performance Evaluation Form that will be utilized for evaluating other type of Activities (Assessment/Value Chain or Market Profile/Survey/Policy/Strategy).

The main responsibility for data collection, verification and submission to AgBiz are all LFs. Frequency and time frame for data collection of the output level indicators is presented in the table below.

Type of Activity	**Data Collection Form**	**Time for M&E Forms Distribution & Collection**	**Filled out by:**	**Post Activity Evaluation Forms Frequency and Time for Submission to AgBiz**
A - Training	A-1: Training Participant Sign-in Form	At the beginning of the training session	Circulated among all participants in the Training	**Three (3) days** after the actual date of Training completion with the originals of A-1 and A-2 Forms enclosed
	A-2: Training Participant Evaluation Form	At the end of the training session	Participant completes and return form to LF	
	A-3: Post Training Lead Facilitator Evaluation Form	At the end of the training session	LF calculates Participants' Average Evaluation Score and compiles the responses provided in the A-2 Form	
B - Study Tour / B2B / Promotional Event	B-1: Study Tour/B2B/Promotional Event Participant Sign-in Form	At the beginning of the Study Tour / B2B / Promotional Event	Circulated among all participants in the Study Tour / B2B / Promotional Event	**Three (3) days** after the actual date of Study Tour / B2B /Promotional Event completion (or arriving back in Macedonia from the Study Tour) with the originals of B-1 and B-2 Forms enclosed
	B-2: Study Tour / B2B / Promotional Event Participant Evaluation Form	On the last day of the Study Tour to each participant	Participant completes and return form to LF	
	B-3: Post Study Tour / B2B /Promotional Event Lead Facilitator Evaluation Form	On the last day of the Study Tour	LF calculates Participants' Average Evaluation Score and compiles the responses provided in the B-2 Form	
C – Trade Fair	C-1: Trade Fair Participant Sign-in Form	At the beginning of the Trade Fair	Circulated among all participants in the Trade Fair	**Three (3) days** after arriving back in Macedonia from the Trade Fair with the originals of C-1 and C-2 Forms enclosed
	C-2: Trade Fair Participant Evaluation Form	On the last day of the Trade Fair	Participant completes and return form to LF	
	C-3: Trade Fair Lead Facilitator Evaluation Form	On the last day of the Trade Fair	LF calculates Participants' Average Evaluation Score and compiles the responses provided in the C-2 Form	
D - Access to Finance	D-1: Customer Access to Finance Facilitated Form	Over an interview, site visits, direct observations	Access to Finance Lead Facilitator	**Seven (7) days** after completion of each Quarter
E - Policy and Institutional	E-1: PIRN Identification Sheet	When PIRN is identified	All LFs	At least one (1) per Quarter

Type of Activity	Data Collection Form	Time for M&E Forms Distribution & Collection	Filled out by:	Post Activity Evaluation Forms Frequency and Time for Submission to AgBiz
Reform Need (PIRN)				
F – Other (Assessment / Value Chain or Market Profile / Survey / Policy / Strategy)	F - Business Service Provider (BSP) / Consultant Performance Evaluation	On the last day of BSP / Consultant assignment	All LFs	**Seven (7) days** after completion of the Activity

The dynamic of Activities implementation will be monitored by utilizing Activities Implementation Check List.

<u>Frequency, Selected Forms and Schedule of Quantitative and Qualitative Indicators Reporting</u>

The Activity Results Report and **Monthly Report** will serve as the primary documents for reporting on Program performance and results. Quarterly Reports will be summarizing accomplishment reported in the previously mentioned two reports and will follow Program quarters starting with the effective date of signing subcontracts with selected LFs.

Quarterly Reports will also include a Performance Indicator Table that will be detailing:

- Past performance;
- Results achieved during the Quarter;
- Actual cumulative results achieved "to Date"
- Target values to be achieved over the selected Fiscal Year (FY); and
- Performance (in percentage) measuring the progress towards achieving target set for selected FY.

The main responsibility for reporting and submission to AgBiz are all LFs. Frequency and time frame for reporting accomplishments during selected periods are presented in the table below.

Type of Report	Prepared by:	Frequency and Time of Submission to AgBiz
Activity Results Report	LFs responsible for implementing selected Activity	**Seven days (7)** after the actual end date of each Activity with F - Business Service Provider (BSP)/Consultant Performance Evaluation Form enclosed (when applicable)
Activity Three-month Follow-up Report		**Three (3) months** after the completion of Activity (If applicable)
Activity Six-month Follow-up Report		**Six (6) months** after the completion of Activity (If applicable)

Type of Report	Prepared by:	Frequency and Time of Submission to AgBiz
Monthly Report	All LFs	**Monthly**, by the 3rd calendar day of the month following the reporting period
Environment Mitigation and Monitoring Plan (EMMP)	LF implementing selected Activity	**Monthly/Quarterly** (Depending on Activity implementation dynamic and timeframe)
Quarterly Report	All LFs	**Quarterly**, by the 10th calendar day of the month following the reporting period

Below is a list of Attachments of selected M&E instruments that will be utilized for data collection and reporting accomplishment and results:

ATTACHMENT M – A: AGBIZ PERFORMANCE INDICATORS
Quarterly Output Indicators and Targets
Annual Impact Indicators and Targets

ATTACHMENT M – B: INTEGRATED SUPPLY CHAIN CONCEPT FORMS
Lead Actor Profile, Baseline and Targets
Lead Actor Quarterly Progress Report
Lead Actor Cumulative Annual Report

ATTACHMENT M - C: POST ACTIVITIES EVALUATION FORMS
A – TRAINING
A-1 Training Participant Sign-in Form
A-2 Training Participant Evaluation Form
A-3 Post Training Lead Facilitator Evaluation Form
B - STUDY TOUR/B2B/PROMOTIONAL EVENT
B-1 Study Tour and B2B Participant Sign-in Form
B-2 Study Tour Participant Evaluation Form
B-3 Post Study Tour Lead Facilitator Evaluation Form
C - TRADE FAIR
C-1 Trade Fair Participant Sign-in Form
C-2 Trade Fair Participant Evaluation Form
C-3 Post Trade Fair Lead Facilitator Evaluation Form
D - ACCESS TO FINANCE
D-1 Customer Access to Finance Facilitated Form
E - POLICY AND INSTITUTIONAL REFORM NEED IDENTIFICATION
E-1 PIRN Identification Sheet
F - Consultant/BSP Evaluation Form
G - Activities Implementation Check List

ATTACHMENT M – D: ACCOMPLISHMENTS AND RESULTS REPORTING FORMS
Attachment K: Activity Results Report
Monthly Progress Report
Environment Mitigation and Monitoring Plan
Quarterly Report

11

XI. OUTREACH AND COMMUNICATION

Our joint effort to effectively communicate our work results, impact, ideas and good practices with the targeted audience:

- USAID
- Supported value chain stakeholders
- Macedonian government officials and the business community
- International Community In Macedonia
- General public

OUTREACH – Goals

- Public Awareness of Our Achievements and Impact as a USAID Funded Project
- Knowledge of USAID Assistance
    - Better understanding, coordination, and appreciation of the role of USAID, and the investment made by the American people in Macedonia;
- Increase Impact
    - Increase the impact of the undertaken activities by generating further action on important development issues and stimulating public dialogue and interest;
- Positive Public Opinion
    - Increase visible, open, public support in both Macedonia and the U.S. for USAID assistance provided to Macedonia, focusing on the impact on and benefits to average Macedonian citizens in the country.

OUTREACH - The Process

- Identification of the significant results, primarily through daily communication with the project staff, activity results reports and monthly reports
- Assisted development of the required outreach activities and outputs
- All outreach related activities, tools and products are subject to the prior USAID approval
- Dissemination and selection of the distribution channels will be led by AgBiz

OUTREACH - Activities and Tools

- Success Stories
- Events Calendar
- Press Relations (Press Releases and Media Advisory)
- Media Monitoring (Press Clipping)
- Media Site Tours
- USAID Officials Field Visits
- Branding and Marking

Success Stories

Activity	Description	Frequency	Due	Dissemination
Success Story	Story about a concrete and tangible project result, accompanied by photos, quotes from the real people, and accurate numbers	At least 1 per quarter (Additional Success Stories as per available information – preferable)	Last week of the reporting period	• USAID • AgBiz website • Press Statements • Different reporting formats

- Provide timely and high-quality input
- Tell the story through our beneficiaries as much as you can
- Tell the story through a human interest angle
- Support your story with relevant and accurate numbers
- Assure at least 1 relevant quality photo

Images

- Always have your photo camera with you!
- Images document our work
- Demonstrate “aid” in action
- Focus on positive aspect
- Take “before” and “after” photo if possible
- Select images that are in focus, and that are colorful and bright.... Vivid in one word
- Include photo credits and captions

Avoid:

- Stagnant shots of building
- Photos of panel discussions, meetings and conferences, especially when the focus is not on the people
- Photos in which the activity is unclear, no emotion is displayed, or the individuals pictured are standing in front of sign

Events Calendar

Activity	Description	Frequency	Due	Dissemination
Events Calendar	List of the next month events that are of USAID’s and broader public interest	Monthly	24th day of the current month	• USAID • AgBiz website

- Consider: conferences, fairs, trainings, workshops, study tours, B2B meetings
- Report only the approved activities/events
- Provide timely and accurate input

Events Calendar

Date	Lead Facilitator	Conference/Training Topic	Visitor/Presenter	Place

Press Relations

Activity	Description	Frequency	Due	Dissemination
Media Advisory	Brief description of the upcoming activity or event which will ensure timely media attention Who, Where, What, Why	Before any significant activity or event	2 weeks before the event	• Main-stream media • AgBiz media distribution list • Website
Press Releases	Brief description of the event, activity or result, which will ensure accuracy and quality control of the information presented in the media	At the event or after accomplishing significant impact	2 weeks before the event	• At the event's information desk • Mein-stream media • AgBiz media distribution list • Website
Press Clipping	Tracking and monitoring of the media interest by reporting the media coverage. (Copies or links of major articles, images and online TV reports)	Monthly	5 days after the reporting period	• USAID • Website • Quarterly Report

Field Visits

Activity	Description	Frequency	Due	Dissemination
Media Site Tours	Organized "centered on a theme" visits of our beneficiaries, by Skopje-based and regional journalist, that will be aimed at generating positive news coverage	As per significant result	After achieving any major accomplishment or significant results	
USAID Officials Field Visits	Organized field visits that will allow close monitoring of project progress and maintain awareness of and appreciation for LFs, AgBiz and USAID contributions to Macedonian economic growth	Quarterly	TBD	

Branding and Marking

Activity	Description	Frequency	Due	Dissemination
Branding and Marking	All USAID funded events (conferences, meetings, trainings, workshops) that include media presence and deliverables (studies, reports, presentations, training materials, promotional materials) should visibly bear USAID identity	Always when the event is organized or deliverable produced under the USAID funding	• Banners from USAID, 2 days before the event • Send the work products for marking clearance 2 weeks before printing	

AgBiz subcontractors **may NOT** use the USAID brand mark on their business cards, letterhead and all other corporate communications. AgBiz will seek approval by the USAID DOC Office before using any printed materials which incorporate the USAID Identity (USAID Identity size and position; Disclaimer), such as: Invitations; Presentations; Assessments; Brochures; Flyers

ATTACHMENT V: SUCCESS STORY

ATTACHMENT W: MEDIA ADVISORY

ATTACHMENT X: PRESS CLIPPING

INDEX OF ATTACHMENTS

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E - POLICY AND INSTITUTIONAL REFORM NEED IDENTIFICATION
E-1 PIRN Identification Sheet
F - Consultant/BSP Evaluation Form

ATTACHMENT M – D: ACCOMPLISHMENTS AND RESULTS REPORTING FORMS
Activity Results Report (Attachment K)
Monthly Progress Report
Activities Implementation Check List
Environment Mitigation and Monitoring Plan
Quarterly Report

ATTACHMENT A: CONFLICT OF INTEREST STATEMENT

Conflict of Interest Statement (COI)

Tetra Tech (including ARD and AgBiz) and its employees and subcontractors are required to disclose to their cognizant manager any previous, current or future relationship that might conflict with their job performance.

Tetra Tech (including ARD and AgBiz) and its employees and subcontractors are aware of their obligation to identify and report any actual or potential conflicts of interest arising during performance of this work assignment.

Each individual agrees to the following procedures. Furthermore, each individual agrees to report to the appropriate person any past, present or future relationship that may result in actual or potential Conflict of Interest.

The following relationships and courses of conduct will be deemed to involve a conflict of interest:

1) Concurrent employment by the Company or any other firm if such employment encroaches materially on time or attention that should be given to the Company.
2) Concurrent employment by any other firm or person that is a present or potential competitor of the Company
3) Concurrent employment by any other firm or person in a procurement capacity with respect to selecting subcontractors or suppliers of materials or services being utilized by the Company.
4) Holding by an employee or any member of the employees immediate family of a financial interest in any competitor, supplier of materials and services or customer of the Company to the extent that the employee's responsibilities include direct dealings with the competitor, supplier or customer in his/her capacity as an employee of the Company.
   The term "immediate family" includes any member of the employee's family that shares the employee's house including the employees spouse, domestic partner, children, parents, siblings, step-parents, step-children, or in-laws.
   The term "financial interest" excludes the passive ownership of less than 5% of the outstanding stock of a corporation that is publically traded provided the person has no active role in the business of such corporation.
5) Acceptance by an employee or his/her immediate family on the board of directors of any competitor, supplier of material or services, or customer of the Company or as a consultant or advisor to any such board of directors or to the management of such firm or person.
6) Lending money, guaranteeing debts, borrowing or accepting gifts or favors so as to place an employee or his/her immediate family under obligation to a present or potential competitor, supplier of material or services or customer of the Company.
7) Participation by an employee in any voluntary organization, whether civic, professional or otherwise, in which the employee may be expected to divulge privileged or confidential information or trade secrets of the Company or take any other action that may be adverse to the Company's interest, reputation or goodwill.
8) Misuse by an employee of confidential information available to or gained by an employee by reason of the employee's employment with the Company.

I acknowledge and agree to the above:

____________________________ __________________ ________________

Name Title Date

ATTACHMENT B: CERTIFICATION ANTI KICK BACK

52.203-7 -- Anti-Kickback Procedures is hereby incorporated by reference with the contractor's proposal.

As prescribed in 3.502-3, insert the following clause:

Anti-Kickback Procedures (Jul 1995)

(a) Definitions.

"Kickback," as used in this clause, means any money, fee, commission, credit, gift, gratuity, thing of value, or compensation of any kind which is provided, directly or indirectly, to any prime Contractor, prime Contractor employee, subcontractor, or subcontractor employee for the purpose of improperly obtaining or rewarding favorable treatment in connection with a prime contract or in connection with a subcontract relating to a prime contract.

"Person," as used in this clause, means a corporation, partnership, business association of any kind, trust, joint-stock company, or individual.

"Prime contract," as used in this clause, means a contract or contractual action entered into by the United States for the purpose of obtaining supplies, materials, equipment, or services of any kind.

"Prime Contractor" as used in this clause, means a person who has entered into a prime contract with the United States.

"Prime Contractor employee," as used in this clause, means any officer, partner, employee, or agent of a prime Contractor.

"Subcontract," as used in this clause, means a contract or contractual action entered into by a prime Contractor or subcontractor for the purpose of obtaining supplies, materials, equipment, or services of any kind under a prime contract.

"Subcontractor," as used in this clause,

(1) means any person, other than the prime Contractor, who offers to furnish or furnishes any supplies, materials, equipment, or services of any kind under a prime contract or a subcontract entered into in connection with such prime contract, and

(2) includes any person who offers to furnish or furnishes general supplies to the prime Contractor or a higher tier subcontractor.

"Subcontractor employee," as used in this clause, means any officer, partner, employee, or agent of a subcontractor.

(b) The Anti-Kickback Act of 1986 (41 U.S.C.51-58) (the Act), prohibits any person from --

(1) Providing or attempting to provide or offering to provide any kickback;

(2) Soliciting, accepting, or attempting to accept any kickback; or

(3) Including, directly or indirectly, the amount of any kickback in the contract price charged by a prime Contractor to the United States or in the contract price charged by a subcontractor to a prime Contractor or higher tier subcontractor.

(c)

(1) The Contractor shall have in place and follow reasonable procedures designed to prevent and detect possible violations described in paragraph (b) of this clause in its own operations and direct

business relationships.

(2) When the Contractor has reasonable grounds to believe that a violation described in paragraph (b) of this clause may have occurred, the Contractor shall promptly report in writing the possible violation. Such reports shall be made to the inspector general of the contracting agency, the head of the contracting agency if the agency does not have an inspector general, or the Department of Justice.

(3) The Contractor shall cooperate fully with any Federal agency investigating a possible violation described in paragraph (b) of this clause.

(4) The Contracting Officer may

(i) offset the amount of the kickback against any monies owed by the United States under the prime contract and/or

(ii) direct that the Prime Contractor withhold from sums owed a subcontractor under the prime contract the amount of the kickback. The Contracting Officer may order that monies withheld under subdivision (c)(4)(ii) of this clause be paid over to the Government unless the Government has already offset those monies under subdivision (c)(4)(i) of this clause. In either case, the Prime Contractor shall notify the Contracting Officer when the monies are withheld.

(5) The Contractor agrees to incorporate the substance of this clause, including subparagraph (c)(5) but excepting subparagraph (c)(1), in all subcontracts under this contract which exceed $100,000.

(End of Clause)

SIGNATURE

By signature hereon, or on an offer incorporating these Representations, Certifications, and Other Statements of Offerors, the offeror certifies that they are accurate, current, and complete, and that the offeror is aware of the penalty prescribed in 18 U.S.C. 1001 for making false statements in offers.

Solicitation No.
Contract No.
Offer/Proposal No.
Date of Offer:
Name of Offeror:.
Typed Name and Title:

Signature______________________________ Date:

(End of Clause)

ATTACHMENT C: CERTIFICATION DEBARMENT

52.209-5 -- Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters.

As prescribed in 9.409(a), insert the following provision:

Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters (Mar 1996)

(a) (1) The Offeror certifies, to the best of its knowledge and belief, that --

(i) The Offeror and/or any of its Principals --

(A) Are * are not [X] presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency;

(B) Have * have not [X], within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

(C) Are * are not [X] presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in subdivision (a)(1)(i)(B) of this provision.

(ii) The Offeror has * has not [X], within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

(2) "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

(b) The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

(c) A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.

(d) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

(e) The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

SIGNATURE

By signature hereon, or on an offer incorporating these Representations, Certifications, and Other Statements of Offerors, the offeror certifies that they are accurate, current, and complete, and that the offeror is aware of the penalty prescribed in 18 U.S.C. 1001 for making false statements in offers.

Solicitation No.
Contract No.
Offer/Proposal No.
Date of Offer:
Name of Offeror:
Typed Name and Title:

Signature______________________________ Date:

(End of Clause)

ATTACHMENT D: CERTIFICATION DRUG FREE WORKPLACE

52.223-6 -- Drug-Free Workplace.

As prescribed in 23.505, insert the following clause:

Drug-Free Workplace (Jan 1997)

(a) Definitions. As used in this clause --

"Controlled substance" means a controlled substance in schedules I through V of section 202 of the Controlled Substances Act (21 U.S.C. 812) and as further defined in regulation at 21 CFR 1308.11 -- 1308.15.

"Conviction" means a finding of guilt (including a plea of nolo contendere) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the Federal or State criminal drug statutes.

"Criminal drug statute" means a Federal or non-Federal criminal statute involving the manufacture, distribution, dispensing, possession, or use of any controlled substance.

"Drug-free workplace" means the site(s) for the performance of work done by the Contractor in connection with a specific contract at which employees of the Contractor are prohibited from engaging in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance.

"Employee" means an employee of a Contractor directly engaged in the performance of work under a Government contract. "Directly engaged" is defined to include all direct cost employees and any other Contractor employee who has other than a minimal impact or involvement in contract performance.

"Individual" means an offeror/contractor that has no more than one employee including the offeror/contractor.

(b) The Contractor, if other than an individual, shall -- within 30 days after award (unless a longer period is agreed to in writing for contracts of 30 days or more performance duration), or as soon as possible for contracts of less than 30 days performance duration --

(1) Publish a statement notifying its employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition;

(2) Establish an ongoing drug-free awareness program to inform such employees about --

(i) The dangers of drug abuse in the workplace;

(ii) The Contractor's policy of maintaining a drug-free workplace;

(iii) Any available drug counseling, rehabilitation, and employee assistance programs; and

(iv) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;

(3) Provide all employees engaged in performance of the contract with a copy of the statement required by subparagraph (b)(1) of this clause;

(4) Notify such employees in writing in the statement required by subparagraph (b)(1) of this clause that, as a condition of continued employment on this contract, the employee will --

(i) Abide by the terms of the statement; and

(ii) Notify the employer in writing of the employee's conviction under a criminal drug statute for a violation occurring in the workplace no later than 5 days after such conviction;

(5) Notify the Contracting Officer in writing within 10 days after receiving notice under subdivision (b)(4)(ii) of this clause, from an employee or otherwise receiving actual notice of such conviction. The notice shall include the position title of the employee;

(6) Within 30 days after receiving notice under subdivision (b)(4)(ii) of this clause of a conviction, take one of the following actions with respect to any employee who is convicted of a drug abuse violation occurring in the workplace:

(i) Taking appropriate personnel action against such employee, up to and including termination; or

(ii) Require such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency; and

(7) Make a good faith effort to maintain a drug-free workplace through implementation of subparagraphs (b)(1) though (b)(6) of this clause.

(c) The Contractor, if an individual, agrees by award of the contract or acceptance of a purchase order, not to engage in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance while performing this contract.

(d) In addition to other remedies available to the Government, the Contractor's failure to comply with the requirements of paragraph (b) or (c) of this clause may, pursuant to FAR 23.506, render the Contractor subject to suspension of contract payments, termination of the contract or default, and suspension or debarment.

SIGNATURE

By signature hereon, or on an offer incorporating these Representations, Certifications, and Other Statements of Offerors, the offeror certifies that they are accurate, current, and complete, and that the offeror is aware of the penalty prescribed in 18 U.S.C. 1001 for making false statements in offers.

Solicitation No.
Contract No.,
Offer/Proposal No.
Date of Offer:
Name of Offeror:
Typed Name and Title:

Signature____________________________ Date

(End of Clause)

ATTACHMENT E: CERTIFICATION LOBBY

52.203-11 CERTIFICATION AND DISCLOSURE REGARDING PAYMENTS TO INFLUENCE CERTAIN FEDERAL TRANSACTIONS (APR 1991)

(a) The definitions and prohibitions contained in the clause, at FAR 52.203-12, Limitation on Payments to Influence Certain Federal Transactions, included in this solicitation, are hereby incorporated by reference in paragraph (b) of this certification.

(b) The offeror, by signing its offer, hereby certifies to the best of his or her knowledge and belief that on or after December 23, 1989--

(1) No Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress on his or her behalf in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement;

(2) If any funds other than Federal appropriated funds (including profit or fee received under a covered Federal transaction) have been paid, or will be paid, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress on his or her behalf in connection with this solicitation, the offeror shall complete and submit, with its offer, OMB standard form LLL, Disclosure of Lobbying Activities, to the Contracting Officer; and

(3) He or she will include the language of this certification in all subcontract awards at any tier and require that all recipients of subcontract awards in excess of $100,000 shall certify and disclose accordingly.

(c) Submission of this certification and disclosure is a prerequisite for making or entering into this contract imposed by section 1352, title 31, United States Code. Any person who makes an expenditure prohibited under this provision or who fails to file or amend the disclosure form to be filed or amended by this provision, shall be subject to a civil penalty of not less than $10,000, and not more than $100,000, for each such failure.

SIGNATURE

By signature hereon, or on an offer incorporating these Representations, Certifications, and Other Statements of Offerors, the offeror certifies that they are accurate, current, and complete, and that the offeror is aware of the penalty prescribed in 18 U.S.C. 1001 for making false statements in offers.

Solicitation No.
Contract No.,
Offer/Proposal No.
Date of Offer:
Name of Offeror:
Typed Name and Title:

Signature____________________________ Date:

(End of Clause)

ATTACHMENT F: CERTIFICATION IMPLEMENTATION TERRORIST FINANCE

IMPLEMENTATION OF E.O. 13224 -- EXECUTIVE ORDER ON TERRORIST FINANCING

The Contractor/Recipient acknowledges that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. The Contractor/Recipient understands and accepts that this provision must be included in all subcontracts/subawards issued under this contract/agreement.

SIGNATURE

By signature hereon, or on an offer incorporating these Representations, Certifications, and Other Statements of Offerors, the offeror certifies that they are accurate, current, and complete, and that the offeror is aware of the penalty prescribed in 18 U.S.C. 1001 for making false statements in offers.

Solicitation No.
Contract No.
Offer/Proposal No.
Date of Offer:
Name of Offeror:
Typed Name and Title:

Signature______________________________ Date:

Enter date

In consideration of the services to be performed by:

Name of Company:
Name of Contact Person:
Address:
Phone/Fax:
Email:
(hereinafter referred to as Subcontractor),
"Subsidiary Office of a Foreign Organization TetraTech ARD, Inc. Skopje" (hereinafter referred to as AgBiz shall pay the total firm fixed price amount of US Dollars $ enter amount (spell out amount) according to the terms and conditions set forth below:

Part 1	Statement of Work
Part 2	Period of Performance
Part 3	Inspection and Acceptance of Work
Part 4	Payment Schedule
Part 5	Excusable Delays/Force Majeure
Part 6	Changes
Part 7	Limitation of Liability
Part 8	Exclusion of Work Relationship
Part 9	Technical Coordination
Part 10	Legal Requirements
Part 11	Restrictions on Certain Foreign Purchases
Part 12	Termination
Part 13	Disputes
Part 14	Terms and Conditions
Part 15	Inconsistency Between English Version and Translation
Part 16	Indemnification
Part 17	General Matters
Part 18	Environmental Mitigation (include only as necessary, see below)

Part 1. Statement of Work
Title: Enter Title

The statement of work is presented in Attachment A. This work is being performed under the USAID contract: Enter Contract #

Part 2. Period of Performance

The Subcontractor shall begin performance of the statement of work on or about enter date and shall complete the services no later than enter date.

Part 3. Inspection/Acceptance of Work
The Subcontractor shall tender for acceptance only those items and services that conform to the requirements of this subcontract. TetraTech ARD reserves the right to inspect or test any supplies or services that have been tendered for acceptance. TetraTech ARD may require repair or replacement of nonconforming supplies or reperformance of nonconforming services at no increase in subcontract price. TetraTech ARD must exercise its acceptance rights in writing-

(1) Within a reasonable period of time after the defect was discovered or should have been discovered; and

(2) Before any substantial change occurs in the condition of the item, unless the change is due to the defect in the item.

If, within three days of receipt of such notice, the Subcontractor does not improve performance as determined by TetraTech ARD's authorized representative, TetraTech ARD reserves the right to terminate this subcontract.

Part 4. Payment Schedule

4.1 Payment Schedule

The total amount of this subcontract shall be US $ enter amount (spell out amount) as budgeted per Attachment B.

Three payments shall be made to the Vendor.

Enter payment schedule

Payments shall be made within 10 days after receipt of payment to TetraTech ARD by USAID. Invoices may be submitted only after acceptance of deliverables as stated in Attachment A. The Vendor's invoice will be made out to Subsidiary Office of a Foreign Organization ARD Inc., Skopje and delivered to Ivo Lola Ribar 57/3, 1000 Skopje, Republic of Macedonia.

The Subcontractor's final invoice shall be submitted upon completion of the Statement of Work and formal written approval of TetraTech ARD representative for this project or his or her designated representative. Payment of this invoice in full will constitute full payment of all amounts due to Subcontractor.

Part 5. Excusable Delays/Force Majeure

The Subcontractor shall be liable for default unless nonperformance is caused by an occurrence beyond the reasonable control of the Subcontractor and without its fault or negligence, such as acts of God or the public enemy, acts of the Government in either its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, unusually severe weather, and delays of common carriers. The Subcontractor shall notify TetraTech ARD in writing as soon as it is reasonably possible after the commencement of any excusable delay, setting forth the full particulars in connection therewith, shall remedy such occurrence with all reasonable dispatch, and shall promptly give written notice to the TetraTech ARD of the cessation of such occurrence.

Part 6. Changes

(a) TetraTech ARD may, at any time, without notice to the sureties, by written order designated or indicated to be a change order, make any changes in the work within the general scope of the contract, including but not limited to changes:

(1) in the specifications (including drawings and designs);

(ii) in the method of manner of performance of the work;

(iii) schedule for the performance of the work.

(b) Any change order will be in writing and will not be valid unless it is in writing.

(c) If any change under this clause causes an increase or decrease in the Subcontractor's cost of, or the time required for, the performance of any part of the work under this contract, whether or not changed by any order, an equitable adjustment shall be made and the contract modified in writing accordingly:

(d) If the Subcontractor intends to assert a claim for an equitable adjustment under this clause, he must, submit a proposal within 30 days after receipt of a written change order

(e) No claim by the Subcontractor for an equitable adjustment hereunder shall be allowed if asserted after final payment under this contract.

Part 7. Limitation of Liability

The Subcontractor shall absorb all expenses associated with performance of the Statement of Work and TetraTech ARD shall not be liable for payment in an amount greater than the ceeling of the contract, unless otherwise agreed to in writing.

In the event that this subcontract is terminated by TetraTech ARD prior to completion, TetraTech ARD shall pay the Subcontractor for work completed through the date of such termination in an amount determined solely by TetraTech ARD that is based on the approved budget as presented in Attachment B. The cumulative amount of all payments under this subcontract shall not exceed the cost of performance through the date of termination.

Part 8. Exclusion of Work Relationship

The parties declare that this Subcontract does not generate a labor relationship between TetraTech ARD and the contracted personnel or personnel assigned by the Subcontractor.

Part 9. Technical Coordination

Technical coordination of this Subcontract will be the responsibility of enter name and title

Part 10. Legal Requirements

(a) The Subcontractor is reminded that U. S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Subcontractor to ensure compliance with these Executive Orders and laws. This statement must be included in all subcontracts/subawards issued under this Subcontract.

One of the applicable orders is Executive Order 13224, dated September 24, 2001. The web site of the Office of Foreign Assets Control (OFAC), of the Department of Treasury, contains the text of that order and a list of the individuals and entities designated thereunder. It also contains lists of individuals and entities designated under other applicable statutes, regulations and Executive Orders. See http://www.treas.gov/offices/enforcement/ofac/

USAID reserves the right to review, and either approve or reject, the following subawards if proposed under this subcontract: (i) any contract or subcontract in excess of $100,000 with a non-U.S. organization or individual; and (ii) any grant or subgrant to a non-U.S. organization or individual, regardless of the dollar value. Furthermore, the written consent of USAID is required before any other form of assistance, whether cash or in-kind, may be provided to a non-U.S. organization or individual. This includes, for example, renovation of an NGO's facilities, repair or replacement of a company's equipment, and training activities (other than training in West Bank/Gaza lasting two weeks or less). Regardless of approval or failure to disapprove by USAID, the Subcontractor retains its legal obligation to comply with applicable Executive Orders and laws.

(b) The Vendor, and each recipient of a subaward described in the preceding paragraph, agrees to promptly notify TetraTech ARD, who will in turn notify USAID's cognizant technical officer (CTO), in the event of any significant change in its activities or management, including any significant change in its "key individuals". For purposes of this requirement, "key individuals" means (i) the program manager or chief of party for the USAID-financed program; (ii) the deputy director, president, vice president; (iii) principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer and secretary of the board of directors or board of trustees); and (iv) any other person with significant responsibilities for administration of USAID-financed activities or resources.

(c) This provision, including this paragraph (c), shall be included in all contracts, subcontracts, grants and subgrants issued under this subcontract.

Part 11. Restrictions on Certain Foreign Purchases

a) The Subcontractor shall not acquire, for use in the performance of this subcontract, any supplies or services originating from sources within, or that were located in or transported from or through, countries whose products are banned from importation into the United States under regulations of the Office of Foreign Assets Control, Department of the Treasury. Those countries are Cuba, Iran, North Korea, and Sudan.

b) The Subcontractor shall insert this clause, including this paragraph (b), in all lower-tier subagreements.

Part 12. Termination

a) For convenience: TetraTech ARD reserves the right to terminate this subcontract, or any part hereof, for its sole convenience. In the event of such termination, the Subcontractor shall immediately stop all work hereunder and shall immediately cause any and all of its suppliers and subcontractors to cease work. Subject to the terms of this subcontract, the Subcontractor shall be paid a percentage of the subcontract price reflecting the percentage of the work performed prior to the notice of termination, plus reasonable charges that the Subcontractor can demonstrate to the satisfaction of TetraTech ARD, using its standard record keeping system, have resulted from the termination. The Subcontractor shall not be paid for any work performed or costs incurred that reasonably could have been avoided
b) For cause: TetraTech ARD may terminate this subcontract, or any part hereof, for cause in the event of any default by the Subcontractor, or if the Subcontractor fails to comply with any subcontract terms and conditions, or fails to provide TetraTech ARD, upon request, with adequate assurances of future performance. In the event of termination for cause, TetraTech ARD shall not be liable to the Subcontractor for any amount for supplies or services not accepted, and the Subcontractor shall be liable to TetraTech ARD for any and all rights and remedies provided by law. If it is determined that TetraTech ARD improperly terminated this subcontract for default, such termination shall be deemed a termination for convenience.

Part 13. Disputes

a) Should a dispute as to the proper interpretation of this Subcontract, or Statemnt of Work or material performed or furnished hereunder, arise which concerns the parties hereto only, or Subcontractor and other vendors or suppliers, the same shall be decided by binding arbitration, pursuant to the rules of arbitration of a recognized and mutually acceptable national arbitration entity.
b) The Subcontractor shall proceed diligently with the Statement of Work, unless the subcontract has been cancelled, pending final determination pursuant to any Disputes clause or pursuant to any other action taken with respect to a claim or claims.
c) In the event either party institutes suit in court against the other party or against the surety of such party, in connection with any dispute or matter arising under this Agreement, the prevailing party shall be entitled to recover reasonable attorneys' fees in addition to any other relief granted by the court.

Part 14. Terms and Conditions – Simplified Acquisitions (Other Than Commercial Items) (Modified from FAR 52.213-4)

This subcontract agreement incorporates the Federal Acquisition Regulation (FAR) clauses listed in Attachment C by reference. The text of each clause and the FAR shall be deemed to be modified with respect to the identification of parties as provided in paragraphs a. and b. below.

a. Unless one of the exceptions provided in paragraph (c) below shall apply, the term "Contract" shall mean "Subcontract"; the term "Contractor" shall mean "Vendor"; the term "Government" shall mean "TetraTech ARD "; and the term "Contracting Officer" shall mean the "TetraTech ARD Subcontracts Manager."

b. The following instances are exceptions to the general rules of construction as provided in paragraph (a):

(I) Where it is clear, by the context of the provision itself or the conditions under which it is being applied, that the reference is intended to refer to the Government, its officers or agents, or the prime contractor specifically;

(ii) Where an explicit provision of this subcontract states a contrary intent;

(iii) Where access to proprietary financial information or other proprietary data is required; or

(iv) Where interpretation in accordance with the rules stated above would place the prime contractor in a position of violating the equivalent or related provisions of the prime contract whereas construction of the terms without modification would not.

c. References in any provision incorporated by reference herein to the "Disputes" clause shall be construed as references to the “Disputes” clause contained in Part 12 of this subcontract. No provision herein shall be taken to imply any direct access on the part of the Subcontractor to the disputes process as defined in the terms of the Prime Agreement.

The full text of a clause incorporated by reference may be accessed electronically at this/these address(es): http://www.arnet.gov/far and http://www.usaid.gov

Part 15. Inconsistency Between English Version and Translation

In the event of inconsistency between any terms of this subcontract and any translation into another language, the English language meaning shall control.

Part 16. Indemnification.

In addition to any other remedies that TetraTech ARD may have, the Subcontractor shall indemnify, hold harmless and defend TetraTech ARD and USAID from any and all claims, damages, demands, suits, actions, judgments, liabilities or costs or expenses of any nature including legal expenses and consequential or special damages or costs and including property damages or injury to the Subcontractor, its employees, agents, lower tier subcontractors or to any third party or its property, occasioned by any negligent or otherwise wrongful act of the Subcontractor, its lower tier subcontractors or anyone for whose actions the Subcontractor is legally responsible or arising from Subcontractor’s breach of this Subcontract or negligent performance hereunder and arising out of work done under this Subcontract.

Part 17. General Matters.

This document sets forth all of the terms and provisions of the Subcontract between the parties hereto. This Subcontract may not be modified, altered, amended, or changed except in writing signed by the party against whom such a modification, amendment, or change is asserted or claimed. This Subcontract shall be construed under the laws of the State of Vermont and the United States of America.

Part 18. Environmental Mitigations.

All of the activities developed by the Subcontractor shall be in compliance with the environmental laws and legislation of Macedonia. In addition, the subcontract must comply with the USAID Environmental Threshold Decision, the AgBiz Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP) and the AgBiz Pollution Prevention (Cleaner Production) Assessment (PPA). AgBiz will assist the Subcontractor as necessary. **The subcontractor must receive prior approval for Environment Compliance from Macedonia AgBiz before beginning any activity**.

I have read the above terms and conditions, and, as the Subcontractor’s authorized representative, my signature below legally represents the Subcontractor’s concurrence with the terms and conditions and the unconditional acceptance of this subcontract.

For Subcontractor:

____

Signature of Subcontractor’s Authorized Representative

____

Date

____

Printed or Typed Name and Complete Title

For TetraTech ARD:

____

AgBiz Chief of Party

____

Date

CLAUSES INCORPORATED BY REFERENCE

Federal Acquisition Regulation (FAR)

CLAUSE NO.	CLAUSE TITLE
52.202-01	DEFINITIONS (DEC 2001)
52.203-03	GRATUITIES (APR 1984)
52.203-05	COVENANT AGAINST CONTINGENT FEES (APR 1984)
52.204-02	SECURITY REQUIREMENTS (AUG 1996)
52.209-06	PROTECTING THE GOVERNMENT'S INTEREST WHEN SUBCONTRACTING WITH CONTRACTORS DEBARRED, SUSPENDED, OR PROPOSEDFOR DEBARMENT (JUL 1995)
52.215-8	ORDER OF PRECEDENCE (OCT 1997)
52.222-29	NOTIFICATION OF VISA DENIAL (APR 1984)
52.222-41	SERVICE CONTRACT ACT OF 1965, AS AMENDED (MAY 1989)
52.225-05	TRADE AGREEMENTS (APR 2000)
52.225-11	BUY AMERICA ACT--- BALANCE OF PAYMENTS PROGRAM--- CONSTRUCTION MATERIALS UNDER TRADE AGREEMENTS (FEB 2002)
52.225-13	RESTRICTIONS ON CERTAIN FOREIGN PURCHASES (JULY 2000)
52.225-14	INCONSISTENCY BETWEEN ENGLISH VERSION AND TRANSLATION OF CONTRACT (FEB 2000)
52.227-01	AUTHORIZATION AND CONSENT (JUL 1995)
52.227-14	RIGHTS IN DATA - GENERAL (JUN 1987)
52.227-17	RIGHTS IN DATA – SPECIAL WORKS (JUN 1987)
52.228-07	INSURANCE--- LIABILITY TO THIRD PERSONS (MAR 1996)
52.232-22	LIMITATION OF FUNDS (APR 1984)
52.242-15	STOP-WORK ORDER (AUG 1989)
52.243-1	CHANGES- FIXED PRICE (AUG 1987)
52.244-2	SUBCONTRACTS (AUG 1998)
52.244-5	COMPETITION IN SUBCONTRACTING (DEC 1996)
52.244-6	SUBCONTRACTS FOR COMMERICAL ITEMS (JAN 2001)
52.246-4	INSPECTION OF SERVICES – FIXED PRICE (AUG 1996)

52.247-63	PREFERENCE FOR U.S. AIR FLAG CARRIERS (JAN 1997)
52.247-64	PREFERENCE FOR PRIVATELY OWNED U.S.-FLAG COMMERCIAL VESSELS (JUN 1997)
52.249-2	TERMINATION FOR CONVENIENCE OF THE GOVERNMENT (FIXED-PRICE) (OCT 1996)
52.249-8	DEFAULT (FIXED-PRICE SUPPLY AND SERVICE) (APR 1984)

US Agency for International Development Acquisition Regulation (AIDAR 48 CFR Chapter 7)

CLAUSE NO.	CLAUSE TITLE
752.202-01, ALT. 70	A.I.D. DEFINITIONS CLAUSE -- GENERAL SUPPLEMENT FOR USE IN ALL A.I.D. CONTRACTS (JAN 1990)
752.202-01, ALT. 72	A.I.D. DEFINITIONS CLAUSE -- SUPPLEMENT FOR A.I.D. CONTRACTS INVOLVING PERFORMANCE OVERSEAS (DEC 1986)
752.204-2	SECURITY REQUIREMENTS
752.209-71	ORGANIZATIONAL CONFLICTS OF INTEREST DISCOVERED AFTER AWARD (JUN 1993)
752.211-70	LANGUAGE AND MEASUREMENT (JUN 1992)
752.225-70	SOURCE, ORIGIN AND NATIONALITY REQUIREMENTS (FEB 1997)
752.225-71	LOCAL PROCUREMENT (FEB 1997)
752.226-2	SUBCONTRACTING WITH DISADVANTAGED ENTERPRISES (JULY 1997)
752.228-3	WORKERS’ COMPENSATION INSURANCE (DEFENSE BASE ACT)
752.228-9	CARGO INSURANCE
752.228-70	MEDICAL EVACUATION SERVICES (MAR 1993)
752.231-71	SALARY SUPPLEMENTS FOR HG EMPLOYEES (OCT 1998)
752.245-70	GOVERNMENT PROPERTY- USAID REPORTING REQUIREMENTS (OCT 1989)
752.245-71	TITLE TO AND CARE OF PROPERTY (APR 1984)
752.7001	BIOGRAPHICAL DATA (JUL 1997)
752.7002	TRAVEL AND TRANSPORTATION (JAN 1990)
752.7007	PERSONNEL COMPENSATION (JUL 1996)
752.7008	USE OF GOVERNMENT FACILITIES OR PERSONNEL (APR 1984)
752.7009	MARKING (JAN 1993)
752.7013	CONTRACTOR-MISSION RELATIONSHIPS (OCT 1989)
752.7014	NOTICE OF CHANGES IN TRAVEL REGULATIONS (JAN 1990)
752.7023	REQUIRED VISA FORM FOR AID PARTICIPANTS (APR 1984)
752.7025	APPROVALS (APR 1984)
752.7027	PERSONNEL (DEC 1990)
752.7028	DIFFERENTIALS AND ALLOWANCES (JUL 1996)
752.7031	LEAVE AND HOLIDAYS (OCT 1989)
752.7033	PHYSICAL FITNESS (JUL 1997)
752.7034	ACKNOWLEDGEMENT AND DISCLAIMER (DEC 1991)
752.7035	PUBLIC NOTICES (DEC 1991)

ATTACHMENT I: SAMPLE CONSULTING AGREEMENT

DATE

CONSULTANT AGREEMENT

This Agreement is made in Skopje, Macedonia between "Subsidiary of a Foreign Organization ARD, Inc., Skopje" with its seat at Ivo Lola Ribar 57, 1000 Skopje , called the "Contractor," and ___________________ ID No. _______________ and Personal number ____________________ residing at ______________________________________, hereinafter called the "Consultant."

1. The Consultant shall perform the services described in Appendix 1, hereto attached, to the satisfaction of the Contractor and in compliance with all the terms, conditions and provisions of the Contract between the Contractor and its Client – USAID (hereinafter referred to as the "Client Contract"). The Consultant shall perform all work in a good and workmanlike manner and in accordance with sound professional and other governing practices, subject to the satisfaction and acceptance of the Client and with respect to the Contractor's regulations for proper behavior of the staff and in observance of the ordinary daily work schedule of the labor laws of Macedonia.

   The Consultant acknowledges that the Contractor and the Client are relying on the Consultant's representation of his experience and expertise and that any substantial misrepresentation may result in damage to the Contractor or the Client and may also result in dismissal of the Consultant.

2. The Contractor shall pay the Consultant as set forth in Appendix 2, hereto attached, for the proper and satisfactory performance of the Consultant's services. The Consultant shall submit time records to the Contractor. The pay listed in Appendix 1 is Gross Pay. The Contractor will withhold from the Consultants pay taxes that are applicable to a registered consultant. The taxes will be paid directly to the Macedonian Government.

   The Consultant shall keep accurate expense reports showing all cost or expenses incurred. The Consultant shall only be reimbursed for costs and expenses approved by the Contractor in advance. The Consultant shall not have any authority or right to incur any liability or expense to or for the Contractor, without the prior written consent of the Contractor. To receive reimbursement for approved expenses, the Consultant shall not exceed the maximum authorized per diem rates. Expense reports, including original receipts and/or other documentation shall be submitted monthly by the Consultant. Final payment to the Consultant will be made within twenty (20) days from the date invoices are received.

3. The Consultant will receive no company fringe benefits (or any other benefits not expressly set forth herein) during the term of this Agreement. The Consultant shall be responsible for obtaining such insurance coverage (including, but not limited to, workers' compensation, life, accident, medical/surgical, and major medical) which the Consultant finds necessary, or desirable, solely at the Consultant's own expense. If the Contractor is required to make any expenditure for the Consultant or his dependents because of the Consultant's failure to carry insurance, or for any other reason, the Consultant shall be obligated to reimburse such amounts to the Contractor, and the Contractor is hereby authorized to withhold such amounts from monies otherwise due to the Consultant.

4. The Consultant shall not have authority to act and shall not make any commitment on behalf of the Contractor, except to the extent that such authority shall be expressly conferred in writing by the Contractor. The Consultant shall indemnify and hold Contractor harmless against any claims or demands (including costs, expense, and reasonable attorney's fees on account thereof) arising solely and directly from the negligence or legal wrong-doing of the Consultant, including claims of patent or copyright infringement.

5. The Company and the Consultant acknowledge and agree that the Consultant is an independent contractor, shall not hold him/herself out as an employee of the Company, and shall not be treated as an employee of the Company for any purpose, including but not limited to federal, state and local taxation purposes. The Consultant will be responsible for providing his/her services without the direction or control of the Company, in accordance with this Agreement.

6. The Consultant shall conform to all the laws, regulations and local customs governing the Consultant's conduct.

7. Except as expressly agreed in writing by the Contractor, the Consultant will not disclose to anyone Contractor or Client information acquired during the performance of this Agreement including, but not limited to, Contractor, Client or third party, especially AgBiz customers', business trade secrets, proprietary or confidential information, whether or not such information is labeled as such. The Consultant further agrees that all information acquired by the Consultant relating to the Client Contract constitutes secret and confidential information, and shall be kept confidential and shall not be divulged or disclosed to others, except as expressly agreed in writing by the Contractor.

8. It is understood by the Consultant that confidential information includes, but is not limited to, computer programs and procedures that the Consultant has established or used in the course of his assignment. This obligation shall survive the term of this Agreement. All documents that the Consultant prepares or confidential information or programs (including, but not limited to, computer programs and computer-related information systems designs or models) that might be given to him in the course of his Contractor duties shall be considered the exclusive property of the Contractor and shall remain in the Contractor's possession on its premises. Under no circumstances shall any such information or documents be utilized or commercialized without the Contractor's written consent.

Non-Competition Covenant: The Consultant shall not solicit or accept directly or indirectly employment or business opportunities with the Client or with any of the Contractor's other clients which are directly related to the work under this Agreement unless Consultant seeks and obtains prior approval of the AgBiz CoP.

This restrictive covenant will be binding upon the Consultant during the course of this Agreement. This restrictive covenant is of the essence of the Agreement between the parties and may only be waived by the written consent of the AgBiz CoP.

Further, the Consultant agrees to promptly disclose to the Contractor any and all potential proposals, contracts, or other business opportunities directly or indirectly related to the work which are made known to Consultant by the Client or any other source during the term of this Agreement

Work Product Ownership: The Consultant agrees the Contractor and the Client will own all notes, records, files, background data and any other documents purchased or created or contributed to the work under this agreement ("Work Product"), whether in hard copy or magnetic media and whether delivered to or produced or created by the Consultant. When the work is complete or the Agreement expires, or the Consultant is terminated for any reason, the Consultant will promptly deliver to the Contractor or the Client all Work Product.

The Consultant acknowledges that any copyrightable materials prepared under this Agreement shall be deemed "Works for Hire" for the Contractor or Client under the copyright laws of the United States. It is the intent of this Agreement to vest full and exclusive ownership rights in any "Work Product" in the Contractor or Client including but not limited to the exclusive right to copy and prepare derivative works. The Consultant agrees to execute any documents reasonably requested by the Contractor or Client to fully vest such rights in the Contractor or Client.

9. The Contractor may terminate this Agreement without prior notice in the following cases:

a) if the Consultant does not perform all of the duties required of him/her to the full and complete satisfaction of the Contractor;

b) if the Consultant is in breach of any of the terms and conditions of this Agreement;

c) if the Client does not approve or withdraws its approval of the Consultant for work on the assignment, or requests the Consultant's removal from the assignment; or

d) if the Consultant's position under the Client Contract is curtailed, terminated or suspended for any reason, even if due to the action or fault of the Contractor.

In the event of termination of this Agreement, as aforesaid, the Consultant shall be entitled to be paid for all work properly performed up to the time the notice of termination is given by the Contractor.

9. Executive Order on Terrorism Financing. The Consultant is reminded that U.S. Executive Orders and U.S. law prohibit transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the consultant to ensure compliance with these Executive Orders and laws.

10. This Agreement (together with its appendices) represents and constitutes the entire agreement between the parties and shall not be explained, modified or contradicted by any prior or contemporaneous negotiations, representation or agreements, either written or oral. This Agreement may be amended only by a written instrument signed by both parties.

Upon the signing of this Agreement, each negotiating party hereby legally states or guarantees that he/she is duly authorized to place his signature.

In witness whereof, the parties hereunto have caused this Agreement to be signed as follows:

For AgBiz: ________________________

AgBiz Chief of Party
Skopje, Macedonia

Date: ____

Consultant: ____

Skopje, Macedonia

Date: ____

Attachment 1

Scope of Work

Attachment 2

Cost

Fee:

Grand Total with Income Tax	MKD 112,223

Terms of Payment:

On completion and approval of deliverables	MKD 112,233
To consultant	MKD 101,010
To tax authority	MKD 11,223

Basis for Cost:

Daily Rate approval based on EBD, 14 consulting days for the entire assignment:

- Total value of consulting days (14 days X 7,215 Net MKD/day)

ATTACHMENT J: EBD

ATTACHMENT K: Instructions to fill out the “Contractor Employee Biographical Data Sheet” (Biodata) for USAID

Instructions to fill out the “Contractor Employee Biographical Data Sheet” (Biodata) for USAID
This form is required from every employee or consultant who will be working on a USAID funded project. The proposed employee or consultant is invited to fill out the form using the following instructions. The numbers used below refer to the numbers in the form, and the ones in parenthesis should be left blank, as they will be filled out by the consulting firm, ARD. Please fill out the form as legibly as possible, or using a typewriter.

1. **Name of Employee or Consultant (Family Name, First Name)**
2. (Contractors name: *please leave blank, will be filled out by ARD)*
3. **Employee’s/Consultant’s Address**

4. (Contract Number: *please leave blank, will be filled out by ARD*)
5. (Proposed Position under the Contract: *please leave blank, will be filled out by ARD*)
6. (Proposed Salary: *please leave blank, will be filled out by ARD*)
7. (Duration of Assignment: *please leave blank, will be filled out by ARD*)

8. **Telephone Number**
9. **Place of Birth**
10. **Citizenship**
11. **Names, Ages and Relationship of Dependents to Accompany Individual to Country of Assignment** (To be filled out only if your assignment with us will take place in another country under a long-term contract

12. **Education**
    Name and Location of Institution Major/Subjects Studied Degree Date

13. **Languages** (please see scale on page 2)
    Language Proficiency Speaking Proficiency Reading

14. **Employment History** (Full-time employment. If you have worked only as a consultant, please leave no. 14 in blank and continue with no. 15). .

    Include the **last three years**. Please list salaries separately by year. Continue on a separate sheet of paper if additional space is required to include any position that you have held and that is related or similar to the one for which you are now being proposed.

    Position Title Name and Address Dates of Employment Annual Salary
    of Employer; Point of From ___ to ___ in U.S. $ *****
    Contact and Telephone Number (month/day/year)

    Definition of “salary” - basic periodic payment for services rendered. *Does not include bonuses, profit sharing, commissions, consulting fees, extra hours, overseas differentials, cost of living or educational allowances.*

15. Specific Consulting Assignments (please include ALL your consulting assignments for the LAST THREE YEARS only)

Services Name and Address Dates of Employment Number of DAILY

Rendered	of Employer; Point of	From ___ TO ___	days	rate
	Contact and Telephone no. (month/day/year)			in US$ *

Please note that the number of days has to be the exact number of days actually worked, NOT the duration of the contract.

* If you do not include the amount in US$, please include the exchange rate.

16. **Certification: To the best of my knowledge, the facts provided in this biographical data sheet are true and correct.**

SIGNATURE and DATE (this form is useless without the authentic signature of the employee or consultant).

17. Contractor's Certification (*please leave blank, will be filled out by ARD).*
The Contractor (ARD) certifies that it has verified the information contained in this form. USAID may relay on this information in negotiating salaries for personnel under contract, and the Contractor is accountable for any information that has not been verified. Non verified information may be a reason for payments to be recalled.

Instructions for the Language Section

Please indicate your language proficiency in section no. 13, according to the following levels, as established by the United States Foreign Service Institute. Below you will find a definition of these levels, ranging from 2 to 5.
.

2 = limited proficiency 3 = level of basic proficiency 4 = advanced level proficiency
5 = proficiency level of native speaker.

	Proficiency / Speaking	Proficiency / Reading
2	Is able to fulfill very limited working or social requirements	Sufficient understanding to read simple materials about familiar topics.
3	Speaks with sufficient structure and vocabulary allowing to be an active participant in most formal and informal. conversations	Able to read at a normal speed and understanding almost everything.
4	Fluent and precise use and understanding of language at all levels.	Able to read and understand complex prose every day language almost like a native speaker.
5	Speaks clearly at the level of a native Speaker	. Ability to read easily like a native speaker.

Request for Documents to Substantiate Rates Shown on the
USAID Contractor Employee Biographical Data Sheet (EBD) Form 1420-17

The Contractor Employee Biographical Data Sheet (EBD) is required for all staff participating in projects financed by the U.S. Agency for International Development. The requirements for completion of this form have recently been subject to a major revision by the U.S. Government. This form is considered a legal document. Both the Contractor (ARD, Inc.) and the Employee (the Consultant) are held legally responsible for the content of this document. The Contractor is now, by law, required to verify the information contained in the form (please refer to the bottom of page 1 of the EBD). For this reason, and while we regret any inconvenience to you, we are obliged to request that you provide us with the documents described below to substantiate the daily and/or annual rates you are claiming on this form. Please note that your rates must reflect only **gross income (net of all benefits and allowances) earned over the past three calendar years**. USAID will not consider income earned prior to this or income which includes benefits and allowances (please refer to Items 14.1 and

14.2 of the EBD). Please note that this information will be kept confidential and permanently stored in your ARD professional roster file.

Item 14: Employment History (annual rates). Please submit one of the following for each employer:

- a copy of your most recent (or final) monthly pay stub, or
- a copy of your letter of appointment, or
- a copy of your employment contract.

These documents should clearly reflect your name, the name of your employer, and the salary you were receiving at the time of your employment. If you received salary increases with a same employer, each annual salary should be shown on a separate line and indicate the starting and ending dates for the period covered by that salary.

Item 15: Specific consulting services (daily rates). Please submit one of the following for your most recent assignment and assignment with the highest daily rate during the last 3 years:

-letter of appointment, or
-consulting contract agreement.

These documents should clearly reflect your name, the name of your employer, the period of your employment, and the daily rate you were paid.

For each of the positions listed on your EBD for which you cannot provide substantiating documents, please supply us with the phone number of the appropriate personnel or payroll office from whom we may obtain this information. Please make sure these names and numbers are current. Thank you for your forbearance.

ATTACHMENT L: Monthly Financial Report

USAID/ AgBiz :	EDH-I-00-05-00006-00 TO 3				
Contractor:					
Contract No.					

MONTHLY FINANCIAL REPORT					
BUDGET CATEGORY	APPROVED BUDGET	INCURRED IN PRIOR PERIOD	INCURRED IN CURRENT MONTH	TOTAL COST INCURRED (including current month)	COSTS REMAINING
$ -	$ -	$ -	$ -	$ -	$ -

ATTACHMENT M: Activity Financial Report

USAID/ AgBiz :		**EDH-I-00-05-00006-00 TO 3**	**EDH-I-00-05-00006-00 TO 3**	
Contractor:				
Contract No.				

ACTIVITY FINANCIAL REPORT				
ACTIVITY No. & TITLE:				
APPROVED BUDGET CATEGORIES	**TOTAL APPROVED BUDGET**	**APPROVED BUDGET AGBIZ**	**APPROVED BUDGET LEAD FACILITATOR**	**INCURRED COST FACILITATOR**
	$ -	**$ -**	**$ -**	**$ -**

ATTACHMENT N: Activity Cost share report

USAID/ AgBiz :	EDH-I-00-05-00006-00 TO 3							
Contractor :								
Contract No.								

ACTIVITY COST SHARE REPORT								
ACTIVITY No. & TITLE	APPROVED CUSTOMER COST SHARE	APPROVED 3RD PARTY COST SHARE	TOTAL COST SHARE APPROVED	ACTUAL CUSTOMER COST SHARE	ACTUAL 3RD PARTY COST SHARE	ACTUAL TOTAL COST SHARE	ACTUAL ACTIVITY COST	Cost Share %
			$0	$0	$0	$0	$0	

COST SHARED ACTIVITY ITEMS:	CUSTOMER'S/ COMPANY'S NAME:	COST SHARE AMOUNTS:
Total		
COST SHARED ACTIVITY ITEMS:	**3RD PARTY TITLE:**	**COST SHARE AMOUNTS:**
Total		
ALL TOTAL COST SHARE		0

ATTACHMENT O: Invoice certification

INVOICE CERTIFICATION

Subcontractor name: Subcontract No.

Invoice No.: ___________ Dated: ______________

In regard to subcontractors invoice to AgBiz. for subcontractors allowable costs incurred under subject Subcontract.

__________________, the undersigned hereby certifies as follows:

This invoice and any attachments have been prepared from the books and records of _______________. _________________, in accordance with the terms of this Subcontract.

(ii) To the best of my knowledge and belief, this invoice and any attachments are correct; the sum claimed under this Subcontract is proper and due; all daily rates claimed are for actual days (or fractions thereof); the other direct costs claimed are allowable, are the actual other direct costs incurred in performance of the Subcontract, and have been paid by ___________; the quantities and amounts involved are consistent with the requirements of the Subcontract; and ___________________has obtained all required AgBize and USAID approvals.

(iii) ________________________ shall promptly make appropriate refund to ARD upon request, if USAID or AgBiz determines that any amount was not properly payable.

(iv) This is an original invoice, and the costs claimed in it have not previously been submitted for payment under this Subcontract.

(v) This invoice does not include any costs not authorized in the subcontract or costs defined as "unallowable" by FAR 52.216-7, *Allowable Cost and Payment;* FAR 31.2, *Contracts with Commercial Organizations;* or other terms and conditions of this Subcontract.

Printed Name:	Signature:
Title:	Date:

ATTACHMENT P: Time Sheet Sample

Macedonia AgBiz Project

Attachment E

Sample Time sheet

CONTRACT NUMBER:
EDH-I-00-05-00006-00 TO 3

MONTHLY TIMESHEET HOURS

NAME ___________________________

MONTH _________________ YEAR ______

ACCOUNT NAME ACCOUNT NUMBER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL
DIRECT LABOR																																
MONTHLY																																
TOTALS																																

I hearby certify that the timesheet information above is correct.

SIGNED ____________________ SIGNED ____________________
Consultant Team leader

ATTACHMENT Q: Travel Expense Report

Travel Expense Report

Page 1 of 2

ARD, Inc.

AgBiz

Name: ____________

Beginning Date: ____________ Expense Ending Date: ____________

Voucher Submission Date: ____________

Purpose of Trip or Expense:

(See attached report)

I. Per Diem (please fill out on Page 2)

II. Other Direct Costs					USD
Month	Day	Receipt No.	Description	a/c code	Amount
				Total Other Direct Costs	$ -

Traveler's Initials: ____________ ARD Chief of Party Initials: ____________

Date: ____________ Date: ____________

All figures in MKD unless otherwise stated

Travel Expense Report

Page 2 of 2

Per Diem (lodging and meals & incidental Expenses)

						Per Diem					
						PD Rate		Actual		M&IE Cost	USD
Date		Travel/Location			Receipt	USD	USD	Lodging	#	USD	Amount
Month	Day	From	To	Rate Location	No.	Lodging	M&IE	Amount	Days	Amount	Claimed
										0,00 USD	0,00 USD
										0,00 USD	0,00 USD
										0,00 USD	0,00 USD
										0,00 USD	0,00 USD
										0,00 USD	0,00 USD
										0,00 USD	0,00 USD
										0,00 USD	0,00 USD
										0,00 USD	0,00 USD
										0,00 USD	0,00 USD
						Total PD		0,00 USD		0,00 USD	0,00 USD

Total ODCs (from page 1)	0,00 USD
TOTAL AMOUNT CLAIMED	0,00 USD
(LESS TRAVEL ADVANCE)	0,00 USD
AMOUNT DUE TRAVELER	0,00 USD
AMOUNT DUE ARD	0,00 USD

I declare that this report is a true and correct statement of the money necessarily paid out in the discharge of my duties from

AMOUNT APPROVED MKD -

Start Date: 0-Jan-00 End Date: 0-Jan-00

Finance Man. Review

Traveler's Signature

COP Approval

Date

ATTACHMENT R: Business use of personal vehicle Expense Report

AgBiz/Macedonia

Reimbursement of Private Vehicle Use

Name of Staff:

Date:

DATE	Number of km driven	Route: starting point - destination point (via)	Comments
TOTAL	0		

Total # of kilometers:	-	
Petrol/liter		(please provide receipts for confirmation)
15% per km	-	
Totall fuel	-	
Pay tolls		
Total Amount of Reimbursement:	-	

Approved by: ____________________

Received by: ____________________

ATTACHMENT S: ACTIVITY DESCRIPTION

____________________________Component

Activity No. ____

AgBiz Activity Description

I. AgBiz Program Background

USAID supports economic growth in Macedonia through programs that strengthen and improve competitiveness of Macedonian agribusinesses, improve the business environment, and encourage local economic development. Tetra Tech ARD has been successfully implementing USAID's AgBiz Program in Macedonia for more than four years. In May 2011, USAID/Macedonia asked Tetra Tech ARD to respond to a Statement of Work (SOW) for a two-year extension of AgBiz.

The objective of AgBiz Extension will be to build off of the existing capacity and expertise of Macedonian professionals, lead firms, and farms to create a new understanding in the market for embedded services and fee-based service delivery. The provision of the services will be delivered sustainably by local partners well beyond the anticipated graduation of the USAID Macedonia program. AgBiz Extension will focus on two value chains—fresh fruits and vegetables (FF&V) and processed vegetables (PV); emphasis will be on the lower levels of the value chains, with a view to increasing product quality and quantity to meet demand, and to raising the critical mass of stakeholders in the targeted value chains and increasing the use of service providers and the development of sustainable packages of services.

II. Activity Background

III. Activity Objectives

IV. Motivation/Justification and how the Activity was Developed by the LF

V. Activity Participant's Names, Role/Responsibilities/Other Beneficiaries

VI. Activity Specifics

VII. Expected Results

VIII. Activity Costs and Source of Funding

IX. Specific Costs to be supported by AgBiz

X. Activity Key Strengths and Potential Weaknesses

- **Activity Strengths**
- **Potential Weaknesses that must be managed**

XI. Follow-up Planned

Scope of Work

Title of the assignment

AgBiz Background
USAID supports economic growth in Macedonia through programs that strengthen and improve competitiveness of Macedonian agribusinesses, improve the business environment, and encourage local economic development. Tetra Tech ARD has been successfully implementing USAID's AgBiz Program in Macedonia for more than four years. In May 2011, USAID/Macedonia asked Tetra Tech ARD to respond to a Statement of Work (SOW) for a two-year extension of AgBiz.

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(Component specifics)

Assignment Objective

Tasks to be performed

The tasks of this assignment are as follows:

-

Deliverables

-

Level of Effort

The assignment shall be performed during the period of ________________________________ with ____ days of the consultant's time.

Reporting

The consultant will report to ___________________________________.

Consultant Skills and Experience Required

1.

ATTACHMENT U: LETTER OF INTENT

LETTER OF INTENT

between

Lead Facilitator _______________ and the Company ____________

Date: ___________

VC Lead Facilitator (hereinafter referred to as "Name") and __________ Company (hereinafter referred to as "____________") have mutually agreed to implement an activity to support _______________ participation in the **Study Tour and Promotion of Seven FF&V companies at Tutto Food Fair Trade Fair in Italy**.

Lead Facilitator __________ and _____________ agree:

1. To provide full disclosure of both the practical and financial costs and results of the activity;
2. To cooperate in a positive and timely manner at all stages of the activity;
3. To provide the agreed financial assistance and results reporting as and when required;
4. To agree that if _________ fails to fulfill their agreed responsibilities for reasons not considered as justified by LF, _______will pay the amounts to be covered by LF in the Budget Estimate.

This Letter confirms that the attached Activity Description and Budget are agreed by all parties and is signed in good faith. However LF reserves the right to terminate this agreement unilaterally at any stage if circumstances arise that management deems appropriate.

Both parties look forward to a successful outcome to the activity.

For ___________ Company:	**For Lead Facilitator:**
Name Job title Company Address: Republic of Macedonia Tel: + 389 Fax: + 389 E-mail:	 Chief of Party USAID's AgBiz Program Ivo Lola Ribar 57/3, 2nd floor, 1000 Skopje, Republic of Macedonia Tel: +389 2 321 7060 Fax: +389 2 321 3605 E-mail:

ATTACHMENT V: SUCCESS STORY

USAID
FROM THE AMERICAN PEOPLE

AgBiz Program

SUCCESS STORY

EU Market Demands Macedonian Fresh Fruits and Vegetables

The AgBiz Program (AgBiz) helps Macedonian agribusinesses improve their export capacity and competition.

Photo: AgBiz Program Staf

Owner of Badzo next to their booth on the Macedonian National Stand at "Fruit Logistica"

"Fruit Logistica is the leading international meeting place of the fresh produce trade. This high-quality trade fair offer the sectors connected with the fresh fruit and vegetable business an ideal opportunity to present our products across the entire added-value chain, from growing to the point-of-sale."

-Risto Tembelevski, owner of Avto Ria, vegetables trading company

U.S. Agency for International Development
www.usaid.gov

In partnership with the Swiss Import Promotion Program of Osec (Osec/SIPPO) and USAID/Macedonia's AgBiz Program in February, seven Macedonian companies exhibited again in a national stand at Fruit Logistica, in Germany.

Exhibiting together in a national stand enabled the companies to establish and strength business contacts and improved their prospects for increasing the exports of Macedonian food products. The seven Macedonian exhibitors this year were Turan, Altra, Vivi Prom, Agrohemija, Badzo, Avtoria and Antares. The three day event provided exhibitors an excellent platform for initiating business deals; direct opportunities for making worldwide business contacts and a unique opportunity to gain a complete overview of the latest trends in the fresh produce business.

This is the second year for Macedonian fresh produce companies to exhibit at Fruit Logistica. The successful participation of seven Macedonian companies last year resulted in more than €529,000 in immediate sales, and excellent prospects for new, ongoing customer relationships.

This year AgBiz customers achieved even bigger successes than last year! The exceptional stand construction, very good position and high quality of produces displayed, were the key factors for outstanding presentation of Macedonian products and results achieved later.

The range of products featured at Fruit Logistica included fresh fruit and vegetables, dried fruits, nuts, spices, organic produce, flowers and plants for self-service outlets. Besides exhibiting, AgBiz customers were able to participate in few trade forums organized during the fair, related to fruit and vegetable marketing. These learning sessions were ideal opportunity for Macedonian exhibitors to exchange experiences with their potential clients, upgrade relevant business knowledge and improve marketing skills.

As a result of the successful presentation, 420 new contacts were established with potential buyers, produce marketers, consolidators and wholesalers and later signed €4,4mil., in orders for exporting Macedonian fresh produces with 98 buyers from all over the Europe.

No less important are the learning experiences gained during the fair, such as the most recent know-how, technologies and management practices about packing, sorting, post-harvest handling of fresh produces, that if adopted will ultimately improve the productivity of agribusinesses.

USAID | MACEDONIA
FROM THE AMERICAN PEOPLE

AgBiz Program

FOR IMMEDIATERELEASE
October 27, 2009
Office: +389 (0)2 321 7060
Cell phone: +389 (0)70 29 34 34
Email: nstankovic@agbiz.com.mk

MEDIA ADVISORY

Macedonian Winery Managers Develop Export Promotion Plans in Rotterdam

USAID, a part of the U.S. Mission to Macedonia, is investing in economic growth in the country by assisting agribusinesses to increase their competitiveness and productivity, and successfully and sustainably enter new markets for value added agriculture-based products. Through its AgBiz Program, USAID is facilitating export managers from eight Macedonian wineries, including Dalvina, Skovin, Ezimit, File, Tikvesh, Vardarska Dolina, Skovin and Bovin, to participate in a multi-year, multi-country program for Export Promotion organized by the Dutch Centre for Promotion of Imports from Developing Countries (CBI). AgBiz support is primarily in the form of the AgBiz Wine Value Chain Coordinator participating in the course, assisting the managers to develop their export plans and them helping them implement their plans after returning to Macedonia. The highly relevant course will be held from October 26 through the 31, 2009 in the Netherlands.

"This Export Promotion Training will help the participating export managers to become more familiar with EU wine markets, and export marketing, management and promotion techniques relevant to these markets. It will also help the managers develop new and/or upgraded EU market entry and market share expansion plans." said Goran Damovski, the AgBiz Senior Value Chain and Marketing Development Coordinator.

This training is expected to make export managers more familiar with EU wine markets and the business practices existing in those markets, enable them to design and develop highly viable Export Marketing Plans and to establish a network of relationships with fellow participants from other developing countries.

To date USAID's AgBiz Program has provided support to 170 agribusinesses to improve their export competitiveness and thereby sustainably expand their exports. AgBiz is supporting 20 large export focused agribusiness expansion projects, has completed 114 activities such as trade fairs, study tours and workshops and has developed technical materials and disseminated market information that helps Macedonian agribusinesses to become more competitive in regional and global markets.

NOTE TO EDITORS:
The American people, through USAID, have invested nearly $500 million in Macedonia since 1993. USAID is implementing projects that create jobs, reduce corruption, and prepare Macedonian students for the workforce. These initiatives improve the quality of life and support Macedonia's transition to a stable and prosperous democracy. USAID provides economic and humanitarian assistance in more than 100 countries. For more information please visit http://macedonia.usaid.gov.

ATTACHMENT X: PRESS CLIPPING

USAID | MACEDONIA
FROM THE AMERICAN PEOPLE

AgBiz Program

PRESS CLIPPING (April-June, 2011)

AgBiz Program

Electronic Media	
Medium: RCI Newsletter	Journalist : N/A

Title: AgBiz Streamline Registration Process

AGBIZ HELPS STREAMLINE REGISTRATION PROCESS

MACEDONIA

Macedonian agribusinesses make extensive use of seasonal labor due to the highly seasonal nature of their businesses. In accordance with the Law on Labor relations, the companies are legally obligated to register or terminate labor relations for their employees.

The registration has been a paper based process, creating a burden on employers particularly in the case of seasonal employees. Each employer had to complete several application forms, collect different types of documents, and submit these at the Employment Service Agency (ESA), which was a time investment and an additional cost for the employers.

Often agribusinesses pay high penalties as result of not fulfilling these procedures on time. Recognizing this long-standing issue, the AgBiz Program proposed a solution to its customers. The solution included software that was developed by USAID's eGov project, which helps employers meet their legal obligations electronically. In order to introduce the system and familiarize Macedonian agribusinesses with this tool, AgBiz, in cooperation with eGov and Local Economic Development Units from four municipalities, organized workshops in Strumica, Kavadarci, Shtip, and Skopje to help Macedonian agribusiness exporters use the efficient, easy, and time-effective way to register and terminate their seasonal employment contracts.

Seventy participants from 64 companies participated in the workshops in a two month period. The participants included mostly agribusinesses but also representatives of municipalities, NGOs, and Producer Organizations.

ABOVE Biljana Masteva uses the system to register an employee.

RCI Newsletter 2

Web: http://www.rciproject.com/rcihome_files/RCI_newsletter_April_Ag_v2_1.pdf	Date: April 2011 Edition

ATTACHMENT M – A: AGBIZ PERFORMANCE INDICATORS

Quarterly Output Indicators and Targets

FY'12, FY'13 AND LOP TARGETS				
	Performance Indicator	**FY'12 (Oct 1, 2011-Sept 30, 2012)**	**FY'13 (Oct 1, 2012-Mar 30, 2013)**	**LoP**
IR 1.1	**Increased domestic and export sales resulting from the activities of local partners**			
Output Level Indicators				
Indicator 1.1.1.1	Number of new varieties and products from the supported VCs developed	16	4	20
Indicator 1.1.1.3	Number of export capacity enhancement activities for Invest Macedonia	TBD	TBD	TBD
IR 1.2	**Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners**			
Indicator 1.2.1	Number of private sector firms that have improved management practices as a result of USG assistance	TBD	TBD	TBD
Indicator 1.2.2	Number of new technologies or management practices introduced	41	16	57
Output Level Indicators				
Indicator 1.2.1.2	Number of individuals who have received USG supported short-term agricultural training	3,258	745	4,003
Indicator 1.2.1.2a	Number of male individuals who have received USG supported short-term agricultural training	2,445	560	3,005
Indicator 1.2.1.2b	Number of female individuals who have received USG supported short-term agricultural training	813	185	998
Indicator 1.2.1.3	Number of capacity-building service providers receiving USG assistance	55	18	73
IR 1.3	**Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners**			
Indicator 1.3.1	Number of policy reforms / regulations / administrative procedures drafted and presented for public / stakeholder consultation as a result of USG assistance	4	2	6
Output Level Indicators				
Indicator 1.3.1.1	Number of strategies, plans and assessments for enhancing the competitiveness of the AgBiz-supported value chains developed	10	5	15
Indicator 1.3.1.1a	Number of policy reform needs identified	12	0	12
Indicator 1.3.1.2	Number of Sector Export Promotion Strategies developed	TBD	TBD	TBD
Indicator 1.3.1.3	Number of advocacy capacity building activities implemented	9	15	24
Indicator 1.3.1.4	Number of VC entities who have received advocacy capacity building training	34	46	80
Indicator 1.3.1.5	Number of individuals who have received advocacy capacity building training	245	217	462
IR 1.4	**Increased Access to Finance in the Agriculture Sector Resulting from the Activities of Local Partners**			
Indicator 1.4.1	Value of loans facilitated from non-DCA and DCA-supported finance institutions (in 000 USD)	4,000	3,500	7,500
Output Level Indicators				
Indicator 1.4.1.1	Number of SMEs receiving USG assistance to access bank loans or private equity	20	18	38
Indicator 1.4.1.2	Value of customer financing need identified (in 000 USD)	925	220	1,145

FY'12, FY'13 AND LOP TARGETS				
	Performance Indicator	**FY'12 (Oct 1, 2011-Sept 30, 2012)**	**FY'13 (Oct 1, 2012-Mar 30, 2013)**	**LoP**
Indicator 1.4.1.3	Value of value chain participants investment stimulated (in 000 USD)	1,537	388	1,924

Annual Impact Indicators and Targets

CY'11, CY'12 AND LOP TARGETS					
	Performance Indicator	**BASELINE 2010**	**TARGET CY 2011**	**TARGET CY 2012**	**LoP**
Overall Objective: Increased incomes for all types of participants in selected agricultural value chains					
Project-level Indicators					
Indicator 1.	Value of incremental sales (collected at farm-level) attributed to USG assistance	$16,051,035	$1,160,518	$1,988,489	$3,149,007
Indicator 2.	Percent change in value of total sales of targeted agricultural commodities (over the baseline)	N/A	7%	17%	12%
IR 1.1	**Increased domestic and export sales resulting from the activities of local partners**				
Indicator 1.1.1	Value of sales of targeted agricultural commodities as a result of USG assistance	$33,257,142	$35,643,217	$39,057,347	$5,800,205
Indicator 1.1.1a	Value of sales to domestic market	$8,690,182	$8,916,931	$9,893,535	$1,203,353
Indicator 1.1.1b	Value of sales to domestic market (planting material)	$139,553	$181,528	$233,778	$94,225
Indicator 1.1.1c	Value of sales to the regional market	$11,933,675	$13,257,742	$14,004,983	$2,071,308
Indicator 1.1.1d	Value of sales to international market	$12,493,732	$13,287,016	$14,925,050	$2,431,319
Indicator 1.1.2	Volume of sales of targeted agricultural commodities as a result of USG assistance (in MT)	36,167	39,717	44,580	8,413
Indicator 1.1.2a	*Volume of sales to domestic market (in MT)*	11,230	12,084	13,580	2,350
Indicator 1.1.2b	Volume of sales to domestic market (in pieces of planting material)	64,080	78,600	80,210	16,130
Indicator 1.1.2c	*Volume of sales to the regional market (in MT)*	13,110	14,408	15,950	2,840
Indicator 1.1.2d	*Volume of sales to international market (in MT)*	11,827	13,225	15,050	3,223
Output Level Indicators					
Indicator 1.1.1.2	Number of new exporters and new participants in the supported value chains	0	206	122	328
IR 1.2	**Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners**				
Indicator 1.2.1.1	Number of formal delivery contracts made by supported VC participants	738	987	1,316	578

ATTACHMENT M – B: INTEGRATED SUPPLY CHAIN CONCEPT FORMS

LEAD ACTOR PROFILE, BASELINE AND TARGETS

Please provide information to these questions below. All data provided remains confident and will be internally utilized for further data processing (on a Value Chain level) ONLY for USAID/AgBiz Program's reporting purposes. Your cooperation is greatly appreciated

COMPANY NAME	
TYPE OF BUSINESS	
YEAR ESTABLISHED	

OFFICE ADDRESS	
CITY/AREA POSTAL CODE	
OFFICE PHONE NUMBER	
OFFICE FAX NUMBER	
WEBSITE	

OWNER	
CELL PHONE NUMBER	
E-MAIL ADDRESS	

CONTACT PERSON	
CELL PHONE NUMBER	
E-MAIL ADDRESS	

If company's storage/production/processing facility is located in different city/area, please provide additional contact info:

FACILITY ADDRESS	
CITY/AREA POSTAL CODE	
FACILTY PHONE NUMBER	
FACILITY FAX NUMBER	

QUALITY MANAGEMENT SYSTEM IN PLACE (e.g. ISO/HACCP/GlobalGAP)	
BEING IMPLEMENTED	**CERTIFIED**

Convenient time for visiting production/processing area: ______________________________

COMPANY DETAILS

Employment:

NUMBER OF FULL-TIME EMPOYEES		
NUMBER OF MALE FULL-TIME EMPOYEES		
NUMBER OF FEMALE FULL-TIME EMPOYEES		
SEASONAL/PART-TIME WORKERS		
	NUMBER*	DAYS**
MALE		
FEMALE		

**Please provide average number of male/female workers engaged in the period between Jan, 1 – Dec, 31*
***Average number of days of male/female workers engaged in the period between Jan, 1 – Dec, 31*

Production/Processing Annual Capacity:

Please specify the average annual production/trade of commodities	
Commodity	Volume in metric tons (MT)
COMMODITY #1:	
COMMODITY #2:	
COMMODITY #3:	
COMMODITY #4:	

Please add additional rows, if necessary

Please specify the average annual production/processing of commodities	
Type of Products	Volume in metric tons (MT)
#1:	
#2:	
#3:	
#4:	
#5	

Please add additional rows, if necessary

BASELINE

AGBIZ PROGRAM INDICATOR RELATED DATA

Please note that data provided will be a baseline and will be utilized for further analyzes. Baseline period: ***January, 1 – December, 31, 2010***

RAW MATERAL	2010
Value of quantities of raw material (crop) purchased from producers (in MKD)	
Volume of the raw material (crop) purchased from producers (in MT)	
Number of producers/small-scale farmers from whom raw material is purchased	
Number of formal delivery contracts made*	

**Number of contracts made, including inputs or services provided between the raw materials buyers and suppliers*

MARKETS AND SALE	2010
Value of sales to domestic market (in MKD)	
Volume of sales to domestic market (in MT)	

Value of sales to regional market (in MKD)	
Volume of sales to regional market (in MT)	

** Regional market includes: Serbia, Kosovo, Albania, Monte Negro, Croatia, Bosnia and Herzegovina*

Value of sales to international market (in MKD)	
Volume of sales to international market (in MT)	
Please specify the value of exported products to EU and third countries (in %)	

**International market: EU and third countries products*

PROJECTIONS

AGBIZ PROGRAM INDICATOR RELATED DATA

*Please provide your estimates for the period: **January, 1 – December, 31, 2011** and **January, 1 – December, 31, 2012** that will be utilized for further analyzes relative to a data you have provided for the base year **January, 1 – December, 31, 2010***

Purchase raw material and Sales:

RAW MATERAL	2011	2012
Value of quantities of raw material (crop) to be purchased from producers (in MKD)		
Volume of the raw material (crop) to be purchased from producers (in MT)		
Number of producers/small-scale farmers from whom raw material will be purchased		
Number of formal delivery contracts to be made*		

**Anticipated number of contracts with producers that will became your new supplier, or new/additional inputs or services you plan to provide to your suppliers*

MARKETS AND SALE	2011	2012
Value of sales to domestic market (in MKD)		
Volume of sales to domestic market (in MT)		

Value of sales to regional market (in MKD)		
Volume of sales to regional market (in MT)		

Value of sales to international market (in MKD)		
Volume of sales to international market (in MT)		

Investments:

PLANNED INVESTMENTS	2011	2012
Investments to be made in the company by the owner (in MKD)		
Other anticipated sources of finance (in MKD)		

Will you need assistance in accessing to various sources of finance (Commercial Bank Loan, DCA-fund, IPARD, etc.)? If yes, please specify the amount of finance needed.

Please enclose:

1. Company's logo (preferably e-version)
2. Company brochure or other promotional material
3. May we quote you for our Newsletter, Quarterly/Annual Report or website?
   ☐ Yes ☐ No

_________________________ __________________________

Signature Date

ATTACHMENT M – B: INTEGRATED SUPPLY CHAIN CONCEPT FORMS

Lead Actor Quarterly Progress Report

<u>LEAD ACTOR</u> ________________________

Please provide information to these questions below. All data provided remains confident and will be internally utilized for further data processing (on a Value Chain level) <u>ONLY</u> for USAID/AgBiz Program's reporting purposes. Your cooperation is greatly appreciated

Quarterly Progress Report, No. 1
Reporting Period: January 1, 2012 - March 31, 2012

(To be completed and delivered to AgBiz by the 10th of April, 2012)

CONTACT PERSON DESIGNATED TO PROVIDE DATA AND INFO	
CELL PHONE NUMBER	
E-MAIL ADDRESS	

RESULTS ACHIEVED THIS QUARTER

1. **Purchase raw material:**

RAW MATERAL	January 1 – March 31, 2012
Value of quantities of raw material (crop) purchased from producers (in MKD)	
Volume of the raw material (crop) purchased from producers (in MT)	
Number of producers/small-scale farmers from whom raw material is purchased	
Number of formal delivery contracts made*	

**Number of contracts made, including inputs or services provided between the raw materials buyers and suppliers*

2. Markets and sales:

MARKETS AND SALE	January 1 – March 31, 2012
Value of sales to domestic market (in MKD)	
Volume of sales to domestic market (in MT)	

Value of sales to regional market (in MKD)	
Volume of sales to regional market (in MT)	

** Regional market includes: Serbia, Kosovo, Albania, Monte Negro, Croatia, Bosnia and Herzegovina*

Value of sales to international market (in MKD)	
Volume of sales to international market (in MT)	
Please specify the value of exported products to EU and third countries (in %)	

**International market: EU and third countries products*

3. **Have you entered any new markets during this reporting period? If yes, please specify market**

(New market is sales contract made with new customer from other countries to you have not exported your products before or any new outlets your products enter at already existing market/country)

4. **Have you developed any new product/variety during this reporting period? Please specify the product/variety.**

(New product also means product line or design of a new brand, label or packaging. Developed means identified, introduced, produced, processed/packed, and marketed)

5. **<u>Have you implemented any new technology or management practice during this reporting period? Please specify the technology or management practice applied/implemented.</u>**

(Technologies: agriculture-related technologies and innovations stretching from input supply and production through marketing and processing to domestic consumption and exports. Farm level: New varieities, cultivation techniques and technologies, or farming. At the aggregator and processing levels: improved sorting and grading, improved warehouse management or cold storage, more efficient technologies, and at the sales level: improved packaging and branding. Any training, consulting or capacity building conducted by AgBiz)

6. **<u>Have you identified potential environment risks during implementation of activities? If yes, please specify what mitigation measures were implemented to address the identified concerns?</u>**

7. **<u>Investments:</u>**

INVESTMENTS	January 1 – March 31, 2012
Investments made in the company by the owner (in MKD)	
Investments made in the company obtained from other sources of finance (in MKD)	

8. **<u>Will you need assistance in accessing to additional sources of finance (Commercial Bank Loan, DCA-fund, IPARD, etc.)?</u>**

9. **May we quote you for our Newsletter, Quarterly/Annual Report or website?**
 ☐ Yes ☐ No

Please enclose any relevant photographs, charts or other documentation that helps demonstrate the ongoing benefits from the AgBiz supported Integrated Supply Chain Concept or Activity

Signature   Date

ATTACHMENT M – B: INTEGRATED SUPPLY CHAIN CONCEPT FORMS

Lead Actor Cumulative Annual Report

LEAD ACTOR ________________________

Please provide information to these questions below. All data provided remains confident and will be internally utilized for further data processing (on a Value Chain level) ONLY for USAID/AgBiz Program's reporting purposes. Your cooperation is greatly appreciated

ANNUAL REPORT FOR 2011

Reporting Period: January 1 - December, 2011

(To be completed and delivered to AgBiz by the 15th of March, 2012)

CONTACT PERSON DESIGNATED TO PROVIDE DATA AND INFO	
CELL PHONE NUMBER	
E-MAIL ADDRESS	

RESULTS ACHIEVED FOR 2011

2. **Purchase raw material:**

RAW MATERAL	January 1 – December 31, 2011
Value of quantities of raw material (crop) purchased from producers (in MKD)	
Volume of the raw material (crop) purchased from producers (in MT)	
Number of producers/small-scale farmers from whom raw material is purchased	
Number of formal delivery contracts made*	

**Number of contracts made, including inputs or services provided between the raw materials buyers and suppliers*

2. Markets and sales:

MARKETS AND SALE	January 1 – December 31, 2011
Value of sales to domestic market (in MKD)	
Volume of sales to domestic market (in MT)	

Value of sales to regional market (in MKD)	
Volume of sales to regional market (in MT)	

** Regional market includes (Serbia, Kosovo, Albania, Monte Negro, Croatia, Bosnia and Herzegovina*

Value of sales to international market (in MKD)	
Volume of sales to international market (in MT)	
Please specify the % value of exported products to EU and third countries.	

3. Have you entered any new markets during this reporting period? If yes, please specify market

(New market is sales contract made with new customer from other countries to you have not exported your products before or any new outlets your products enter at already existing market/country)

4. **Have you developed any new product/variety during this reporting period? Please specify the product/variety.**

(New product also means product line or design of a new brand, label or packaging. Developed means identified, introduced, produced, processed/packed, and marketed)

5. **<u>Have you implemented any new technology or management practice during this reporting period? Please specify the technology or management practice applied/implemented.</u>**

(Technologies: agriculture-related technologies and innovations stretching from input supply and production through marketing and processing to domestic consumption and exports. Farm level: New varieities, cultivation techniques and technologies, or farming. At the aggregator and processing levels: improved sorting and grading, improved warehouse management or cold storage, more efficient technologies, and at the sales level: improved packaging and branding. Any training, consulting or capacity building conducted by AgBiz)

6. **<u>Have you identified potential environment risks during implementation of activities? If yes, please specify what mitigation measures were implemented to address the identified concerns?</u>**

7. **<u>Employment:</u>**

NUMBER OF FULL-TIME EMPOYEES IN 2011		
NUMBER OF MALE FULL-TIME EMPOYEES		
NUMBER OF FEMALE FULL-TIME EMPOYEES		
SEASONAL/PART-TIME WORKERS IN 2011		
	NUMBER*	DAYS**
MALE		
FEMALE		

**Please provide average number of male/female workers engaged in the period between Jan, 1 – Dec, 31*

***Average number of days of male/female workers engaged in the period between Jan, 1 – Dec, 31*

8. **<u>Investments:</u>**

INVESTMENTS	January 1 – December 31, 2011
Investments made in the company by the owner (in MKD)	

Investments made in the company obtained from other sources of finance (in MKD)	

9. **<u>Will you need assistance in accessing to additional sources of finance (Commercial Bank Loan, DCA-fund, IPARD, etc.)?</u>**

10. **May we quote you for our Newsletter, Quarterly/Annual Report or website?**
 ☐ Yes ☐ No

Please enclose any relevant photographs, charts or other documentation that helps demonstrate the ongoing benefits from the AgBiz supported Integrated Supply Chain Concept or Activities

Signature   Date

ATTACHMENT M - C: POST ACTIVITIES EVALUATION FORMS

A – TRAINING

A-1 AGBIZ PROGRAM TRAINING PARTICIPANT SIGN-IN FORM

Training Topic: ____

Facilitator Name and Organization : ____

Training Dates:
Start:____________ Completed:__________________

Training Location:________________________________

………………………………………………………………………………………

	Participant Name	Company/Organization/ Affiliation	e-mail address	Phone Number
1				
2				
3				
4				
5				
6				
7				
8				
9				

ATTACHMENT M - C: POST ACTIVITIES EVALUATION FORMS
A – TRAINING

A-2 TRAINING PARTICIPANT EVALUATION FORM

Please take a few minutes to thoughtfully answer these questions in regard to your recently completed professional development course. Your assistance in this matter is greatly appreciated

NAME of TRAINING: ______________________________
TRAINING DATE(s): _________________________________
LOCATION: ______________________________________
………………………………………………………………………………………………

1. What is your overall evaluation of this training? (Please Circle)

Question	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1) The presentation was clear and to the point	5	4	3	2	1
2) The training was interactive	5	4	3	2	1
3) The presenter(s)/facilitator(s) were highly knowledgeable of the subject material	5	4	3	2	1
4) The training achieved its goals and objectives	5	4	3	2	1
5) The materials/handouts were useful	5	4	3	2	1
6) The presentations were interesting and practical	5	4	3	2	1
7) Adequate time was provided for attendee questions	5	4	3	2	1
8) The content was well organized and easy to follow	5	4	3	2	1
9) I will be able to apply the knowledge learned	5	4	3	2	1
10) The training met my expectations	5	4	3	2	1

………………………………………………………………………………………………

2. Please list two examples of how you can apply what you have learned today to your work.

1.)

2.)

………………………………………………………………………………………………

3. What NEW technologies and/or management practices did you learn about from this training?
………………………………………………………………………………………………

4. What other training topics might help you?

…………………………………………………………………………………………………

5. What actions will you take as a result of the training delivered?

…………………………………………………………………………………………………

Please sign your name here: ___________________________________

Thank you!

ATTACHMENT M - C: POST ACTIVITIES EVALUATION FORMS
A – TRAINING

A-3 POST TRAINING LEAD FACILITATOR SELF EVALUATION FORM

SECTION A: TRAINING BACKGROUND

NAME of TRAINING: ______________________________
ACTIVITY COORDINATOR RESPONISBLE FOR TRAINING: _________________________
TRAINING DATES: ____
NAME of TRAINER/FACILIATOR: __________________________
LOCATION (COUNTRY/CITY): ______________________________________

SECTION B: SUMMARY OF PARTICIPANT RESPONSES

The Lead Facilitator who oversaw the training will compile the responses of the Training Participant Evaluation forms to complete the table below. The Lead Facilitator should use these results and summarize participants' observations and findings. This form should be filled out and submitted to AgBiz three days after the actual date of training completion with the originals of A-1 and A-2 Forms enclosed.

1. **PARTICIPANTS OVERALL EVALUATION**

Question	**Average**
1) The presentations were clear and to the point	
2) The training was interactive	
3) The presenter(s)/facilitator(s) were very knowledgeable of the subject material	
4) The content of the training matched its goals and objectives	
5) The materials/handouts were useful	
6) The presentations were interesting and practical.	
7) Adequate time was provided for attendee questions	
8) The content was well organized and easy to follow.	
9) I will be able to apply the knowledge learned	
10) The training met my expectations	
Total	

(The evaluation is on a 5 – 1 scoring system where a 5 = Strongly Agree and a 1 = Strongly Disagree. The average score should be calculated and entered. Determining average scores only requires adding up the individual scores and dividing by the number of respondents.)

2. **Will participants be able to apply the knowledge transferred and what further steps they will make as a result of the training delivered?**

SECTION C: MIS SPECIFIC DATA

1. **Gender Participants:**

   Male: _______
   Female: _______

   Total: ____ (**MUST EQUAL NUMBER OF PARTICIPANTS THAT ATTENDED EVERY DAY OF TRAINING)**

……………………………………………………………………………………………………

2. **Type of company/organization/affiliation of participants:**
   Number of Producer Organizations: _____
   Number of Trade and Business Associations: _____
   Number of Small and Medium Enterprise (SME): _____
   Number of Business Service Provider: _____
   Number of GoM's bodies/entities: _____
   Number of Other firms that are not mentioned above: _____
   Total: _____

……………………………………………………………………………………………………

3. **List all companies (that participants belonged) that attended training:**

1. ____________________
2. ____________________
3. ____________________
4. ____________________
5. ____________________
6. ____________________
7. ____________________
8. ____________________

……………………………………………………………………………………………………

4. **Number of technologies and/or management practices introduced** ________

*Please specify the technology/management practice introduced

……………………………………………………………………………………………………

5. COST

Please insert Budget table from the Activity Description, LoI or SoW.

……………………………………………………………………………………………………

6. MIS Code: _______
(To be filled out by AgBiz upon completion of this form by the Lead Facilitator)

SECTION D: SIGNATURE FROM LEAD FACILITATOR

Please sign your name here: ______________________ Date ____________

ATTACHMENT M - C: POST ACTIVITIES EVALUATION FORMS
B - STUDY TOUR/B2B/PROMOTIONAL EVENT

B-1 AGBIZ PROGRAM STUDY TOUR, B2B AND PROMOTIONAL EVENT PARTICIPANT SIGN-IN FORM

NAME of STUDY TOUR: ____

STUDY TOUR, B2B OR PROMOTIONAL EVENT COORDINATOR RESPONISBLE: ___________________________________

STUDY TOUR DATE(S): ________________________________

LOCATION: ___________________________

……………………………………………………………………………………

	Participant Name	Company/Organization/ Affiliation	e-mail address	Phone Number
1	______________	_______________________	_____________	_____________
2	______________	_______________________	_____________	_____________
3	______________	_______________________	_____________	_____________
4	______________	_______________________	_____________	_____________
5	______________	_______________________	_____________	_____________
6	______________	_______________________	_____________	_____________
7	______________	_______________________	_____________	_____________
8	______________	_______________________	_____________	_____________
9	______________	_______________________	_____________	_____________

ATTACHMENT M - C: POST ACTIVITIES EVALUATION FORMS
B - STUDY TOUR/B2B/PROMOTIONAL EVENT

B-2 STUDY TOUR AND B2B PARTICIPANT EVALUATION FORM

Please take a few minutes to thoughtfully answer these questions in regard to your recently completed professional development course. Your assistance in this matter is greatly appreciated

NAME of STUDY TOUR: ______________________________
NAME of STUDY TOUR PARTICIPANT: ______________________________
NAME of STUDY TOUR PARTICIPATNT COMPANY: ________________________
ACTIVITY COORDINATOR RESPONISBLE: _______________________________
STUDY TOUR DATE(S): ____
LOCATION: ______________________________________

1. **What is your overall evaluation of the study tour? (Please Circle)**

Question	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1) The Study Tour was interactive	5	4	3	2	1
2) The technical people I met with were knowledgeable of the subject material	5	4	3	2	1
3) The Study Tour/Trade Show successfully met its goals and objectives	5	4	3	2	1
4) The Study Tour was interesting and practical.	5	4	3	2	1
5) The information that I received was not information that I could have obtained in Macedonia	5	4	3	2	1
6) The Study Tour was well organized.	5	4	3	2	1
7) I will be able to apply the knowledge learned	5	4	3	2	1
8) The Study Tour met my expectations	5	4	3	2	1

2. Please list two examples of how you can apply what you have learned to your work.

1.)
2.)

……………………………………………………………………………………………………

3. What other Study Tours might help you?

……………………………………………………………………………………………………

4. Were you introduced to a new technology or management practice? If yes, please specify the technology or management practice?

……………………………………………………………………………………………………

5. Will you be able to apply the knowledge transferred and what further steps will you take as a result of the Study Tour?

………………………………………………………………………………………………

6. The following question applies if Business to Business meetings or promotional events were organized during the Study Tour

Number of <u>New</u> Customers (*i.e. 2 - Germany*)*	**TOTAL Number of Customers**	**TOTAL Value of orders as result of study tour/B2B/Promotional Event (Euro)**
	TOTAL:	

*New customer means order contract made with new partner (or retail chain) not previously cooperated with in new or already existing market/country

Please sign your name here: ________________________ Date _____________

ATTACHMENT M - C: POST ACTIVITIES EVALUATION FORMS
B - STUDY TOUR/B2B/PROMOTIONAL EVENT

B-3 POST STUDY TOUR/B2B/PROMOTIONAL EVENT LEAD FACILITATOR SELF EVALUATION FORM

SECTION A: STUDY TOUR /B2B/PROMOTIONAL EVENT BACKGROUND

NAME of STUDY TOUR: _______________________
LEAD FACILITATOR RESPONISBLE FOR STUDY TOUR: ____________________
STUDY TOUR DATE: _____________________
LOCATION (COUNTRY/CITY): _____________________________

SECTION B: PARTICIPANT RESPONSES QUANTITATIVE

The Lead Facilitator who coordinated the Study Tour/B2B/Promotional Event will compile the responses of the Study Tour Participant Evaluation forms to complete the table below. The Lead Facilitator should use these results and summarize participants' observations and findings. This form should be filled out and submitted to AgBiz three days after the actual date of Study Tour completion with the originals of B-1 and B-2 Forms enclosed.

1. **PARTICIPANTS OVERALL EVALUATION**

Question	**Average**
1) The Study Tour was interactive	
2) The technical people that I met with were knowledgeable of the subject material	
3) The Study Tour successfully met its goals and objectives	
4) The Study Tour was interesting and practical.	
5) The information that I received was not information that I could have received in Macedonia	
6) The Study Tour was well organized	
7) I will be able to apply the knowledge learned	
8) The Study Tour met my expectations	
Total	

(The evaluation is on a 5 – 1 scoring system where a 5 = Strongly Agree and a 1 = Strongly Disagree. The average score should be calculated and entered. Determining average scores only requires adding up the individual scores and dividing by the number of respondents.)

2. **Will the participants be able to apply the knowledge transferred and what further steps will they take as a result of the participation in the Study Tour?**

SECTION C: MIS SPECIFIC DATA

1. **Gender Participants:**
   Male: ___________
   Female: _________

   TOTAL: _______(Must equal number of participants that participated in the Study Tour)

…………………………………………………………………………………………

2. **Type of company/organization/affiliation of participants:**
   Number of Producer Organizations: _____
   Number of Trade and Business Associations: _____
   Number of Small and Medium Enterprise (SME): _____
   Number of Business Service Provider: _____
   Number of GoM's bodies/entities: _____
   Number of Other firms that are not mentioned above: _____
   TOTAL: _____

3. **List all companies (that participants belonged) that attended the study tour:**

9. ____________________

10. ____________________

11. ____________________

12. ____________________

13. ____________________

14. ____________________

15. ____________________

16. ____________________

17. ____________________

18. ____________________

…………………………………………………………………………………………

4. **Number of new technologies or management practices introduced**

Technologies and management practices to be counted are agriculture-related technologies and innovations stretching from input supply and production through marketing and processing to domestic consumption and exports. Farm level: New varieities, cultivation techniques and technologies, or farming. At the aggregator and processing levels: improved sorting and grading, improved warehouse management or cold storage, more efficient technologies, and at the sales level: improved packaging and branding.)

Type of technology/management practice	Number of practices

TOTAL Number of new technologies or management practices introduced during the Study Tour/B2B/Promotional Event	

……………………………………………………………………………………………

The following question applies if Business to Business meetings/Promotional Events were organized during the Study Tour

5. Value of new orders received from customers as a direct result of the Study Tour (please add row, if necessary)

Study Tour Participant	**Total Number of Customers (by Participant)**	**Number of New Customers (*i.e. 2 - Germany*)***	**New orders as result of trade fair (Euro)**
		TOTAL:	

*New customer means order contract made with new partner (or retail chain) not previously cooperated with in new or already existing market/country

………

6. **Cost**

Please insert Budget table from Activity description, LoI or SoW.

……………………………………………………………………………………………

7. MIS Code: _______

(To be filled out by the AgBiz MIS upon completion of this form by the Lead Facilitator)

……………………………………………………………………………………………

SECTION E: SIGNATURE FROM LEAD FACILITATOR

Please sign your name here: ______________________ Date __________________

ATTACHMENT M – B: INTEGRATED SUPPLY CHAIN CONCEPT FORMS

C - TRADE FAIR

C-1 AGBIZ PROGRAM TRADE FAIR PARTICIPANT SIGN-IN FORM

NAME of TRADE FAIR: ____

TRADE FAIR COORDINATOR RESPONISBLE: ____________

TRADE FAIR DATE(S): _________________________________

LOCATION: ___________________________

....

	Participant Name	Company/Organization/ Affiliation	e-mail address	Phone Number
1	________________	________________________	______________	______________
2	________________	________________________	______________	______________
3	________________	________________________	______________	______________
4	________________	________________________	______________	______________
5	________________	________________________	______________	______________
6	________________	________________________	______________	______________
7	________________	________________________	______________	______________
8	________________	________________________	______________	______________
9	________________	________________________	______________	______________

ATTACHMENT M – B: INTEGRATED SUPPLY CHAIN CONCEPT FORMS

C - TRADE FAIR

C-2 TRADE FAIR PARTICIPANT EVALUATION FORM

Please take a few minutes to thoughtfully answer these questions in regard to your recently completed professional development course. Your assistance in this matter is greatly appreciated

SECTION A: BACKGROUND

NAME of TRADE FAIR: ______________________________
NAME OF TRADE FAIR PARTICIPANT: ___________________________________
NAME of TRADE FAIR PARTICIPANT'S COMPANY: ________________________
LEAD FACILITATOR RESPONSIBLE: _____________________________
TRADE FAIR DATE(S): ____
TRADE FAIR LOCATION (COUNTRY, CITY): ________________________________

SECTION B: QUANTITATIVE RESULTS

What is your overall evaluation of the entire trade fair? (Please Circle)

Question	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1) The trade fair was interactive	5	4	3	2	1
2) I was fully prepared to present at the trade fair	5	4	3	2	1
3) I was able to make contacts that will result in greater company sales	5	4	3	2	1
4) The contacts that I made could not have been made from networking in Macedonia	5	4	3	2	1
5) The trade fair was well organized	5	4	3	2	1
6) The trade fair met my expectations	5	4	3	2	1

SECTION C-1: QUALITATIVE RESULTS

Please provide as much information as possible, using quotes, and citing examples

1) What were the major successes' from the trade fair? Please give examples as to why the trade fair will be/is beneficial for your company (*providing quotes and citing examples is very helpful for this question*)

……………………………………………………………………………………………………

2) How could your experience at the Trade Fair been improved (logistical, improved contacts/linkages, etc)?

……………………………………………………………………………………………………

3) How will you incorporate what you learned/observed at the Trade Fair to increase your business?

……………………………………………………………………………………………………

4) Were you introduced to a new technology or management practice? If yes, please specify the technology or management practice?

……………………………………………………………………………………………………

5) How will the Trade Fair help your business in regards to international /intra-regional sales?

……………………………………………………………………………………………………

6) Value of new orders received from customers as a direct result of the trade fair (please add row, if necessary)

Number of New Customers (*i.e. 2 - Germany*)*	**TOTAL Number of Customers**	**TOTAL Value of orders as result of the Trade Fair (in Euro)**
	TOTAL:	

*New customer means order contract made with new partner (or retail chain) not previously cooperated with in new or already existing market/country

……………………………………………………………………………………………………

Please sign your name here: _________________ Date __________________

ATTACHMENT M – B: INTEGRATED SUPPLY CHAIN CONCEPT FORMS

C - TRADE FAIR

C-3 POST TRADE FAIR LEAD FACILITATOR EVALUATION FORM

SECTION A: TRADE FAIR BACKGROUND

NAME of TRADE FAIR: ________________________
NAME of ACTIVITY COORDINATOR: _________________________
TRADE FAIR DATES: ____
LOCATION (COUNTRY/CITY): ______________________________________
……………………………………………………………………………………………………

SECTION B: PARTICIPANT RESPONSES

The Lead Facilitator who coordinated the Trade Fair will compile the responses of the Trade Fair Participant Evaluation forms to complete the table below. The Lead Facilitator should use these results and summarize participants' observations and findings. This form should be filled out and submitted to AgBiz three days after the actual date of Trade Fair completion with the originals of C-1 and C-2 Forms enclosed.

1. **PARTICIPANTS OVERALL EVALUATION**

Question	**Average**
1) The trade fair was interactive	
2) I was fully prepared to present at the trade fair	
3) I was able to make contacts that will result in greater company sales	
4) The contacts that I made could not have been made from networking in Macedonia	
5) The trade fair was well organized.	
6) The trade fair met my expectations	
TOTAL	

(The evaluation is on a 5 – 1 scoring system where a 5 = Strongly Agree and a 1 = Strongly Disagree. The average score should be calculated and entered. Determining average scores only requires adding up the individual scores and dividing by the number of respondents.)

2. **Will the participants be able to apply the knowledge gained and what further steps they will take as a result of the participation at the Trade Fair?**

SECTION C: MIS SPECIFIC DATA

1. **Gender Participants:**

   Male: ___________
   Female: _________
   TOTAL: __________ (Must equal number of participants that attended every day of trade fair)

2. **Type of company/organization/affiliation of participants:**
   Number of Producer Organizations: _____
   Number of Trade and Business Associations: _____
   Number of Small and Medium Enterprise (SME): _____
   Number of Business Service Provider: _____
   Number of GoM's bodies/entities _____
   Number of Other firms that are not mentioned above: _____
   TOTAL: _____

3. **List all companies (that participants belonged) that attended the trade fair:**

19. ____________________

20. ____________________

21. ____________________

22. ____________________

23. ____________________

24. ____________________

25. ____________________

26. ____________________

27. ____________________

28. ____________________

…………………………………………………………………………………………………

4. Number of new technologies or management practices introduced
(Technologies and management practices to be counted are technologies and innovations related to improved sorting and grading, packaging, branding and marketing)

Type of technology/management practice	**Number of practices**
TOTAL Number of new technologies or management practices introduced during the Trade Fair	

…………………………………………………………………………………………………

5. Value of new orders received from customers as a direct result of the trade fair (please add row, if necessary)

Trade Fair Participant		**Total Number of Customers from which orders are received (by Participant)**	**Number of New Customers (*i.e. 2 - Germany*)***	**Value of orders as result of Trade Fair (Euro)**
			TOTAL:	

*New customer means order contract made with new partner (or retail chain) not previously cooperated with in new or already existing market/country

………………………………………………………………………………………………

6. Cost

Please insert Budget table from Activity description, LoI or SoW.

………………………………………………………………………………………………

7. MIS Code: _______

(To be filled out by AgBiz upon completion of this form by the Lead Facilitator Project)

……………………………………………………………………………………………

SECTION D: SIGNATURE FROM LEAD FACILITATOR

Please sign your name here: ______________________ Date ____________

ATTACHMENT M - C: POST ACTIVITIES EVALUATION FORMS

D - ACCESS TO FINANCE

D-1 Customer Access to Finance Facilitated Form
(To be submitted to AgBiz seven days after completion of each Quarter)

Reporting Period: October, 1 – December 31, 2011

	CUSTOMER	Purpose of Loan	Customer Investment Stimulated (US Dollar)*	Non-DCA or DCA-supported financial institutions that provided the loan	AgBiz Cost Share (US Dollar)	Customer Cost Share	Value of Loan Facilitated (US Dollar)
1.							
2.							
3.							
4.							
5.							
6.							
7.							

*Value of TOTAL Investment

2. SME/CUSTOMER THAT ACCESSED TO SOURCES OF FINANCING CONTACT INFO

COMPANY NAME	
TYPE OF BUSINESS	
YEAR ESTABLISHED	
OFFICE ADDRESS	
CITY/AREA POSTAL CODE	
OFFICE PHONE NUMBER	
OFFICE FAX NUMBER	
WEBSITE	
OWNER	
CELL PHONE NUMBER	
E-MAIL ADDRESS	
CONTACT PERSON	
CELL PHONE NUMBER	
E-MAIL ADDRESS	
ANNUAL TURNOVER (in USD)	
NUMBER OF MALE FULL-TIME EMPOYEES	
NUMBER OF FEMALE FULL-TIME EMPOYEES	

*Please multiply table as many times as necessary

ATTACHMENT M - C: POST ACTIVITIES EVALUATION FORMS
E - POLICY AND INSTITUTIONAL REFORM NEED IDENTIFICATION

E-1_POLICY AND INSTITUTIONAL REFORM NEED (PIRN) IDENTIFICATION SHEET

The purpose of this sheet is to serve as a tool for identification of policy and institutional constraints for export competitiveness enhancement of the value chains supported by AgBiz.

Date:	**Submitted by:**	**Brief name of the PIRN:**

This PIRN is relevant for the competitiveness enhancement of (circle):

Processed Vegetables VC | Fresh Fruits and Vegetables VC
General Macedonian Agriculture/Agribusiness | General Macedonian Economy

1. **How was this PIRN brought to the attention of AgBiz:** ***(single or multiple participants in value chains, other VC stakeholders, etc.):***

……………………………………………………………………………………………………

2. **Brief description of the PIRN:**

……………………………………………………………………………………………………

3. **How does the PRIN negatively impact the export competitiveness of participants in AgBiz supported VCs:**

……………………………………………………………………………………………

4. **Who are the beneficiaries, partners and GoM institutions that need to be involved in the resolution action proposed above?**

……………………………………………………………………………………………………

5. **What are the assumed quantitative and qualitative results/benefits to the enhanced competitiveness of value chain participants if the PIRN is successfully addressed?**

Prioritization Form

Criteria	**Low-------------------------High (CIRCLE)**
How serious of a constraint to the export competitiveness of AgBiz supported VCs is this PIRN?	1 2 3 4 5
How large of an export competitiveness improvement of an AgBiz supported VC would result from resolution of this PIRN?	1 2 3 4 5
To what extent is there a real and perceived interest on the part of AgBiz supported VCs participants to actively participate in actions/activities aimed at resolving this PIRN?	1 2 3 4 5
To what extent is AgBiz involvement in actions/activities toward resolving PIRN likely to produce results within the Program LoP.	1 2 3 4 5
Total Prioritization Points	

ATTACHMENT M - C: POST ACTIVITIES EVALUATION FORMS
F - Consultant/BSP Evaluation Form

BUSINESS SERVICE PROVIDER (BSP)/CONSULTANT PERFORMANCE EVALUATION

Activity (MIS) Number________

(BSP)/CONSULTANT CONTACT INFO

Address: ________________________________

Office Phone Number: __________________

Cell Phone Number: ____________________

E-mail address: __________________________

Type of Assignment (Please circle)

TECHNICAL ASSISTANCE ASSESSMENT SURVEY POLICY STRATEGY

Date final report received: _______________

……………………………………………………………………………………………………

Please rate the assignment/assistance provided using scale 1-5 (1 corresponds to strongly disagree and 5 corresponds to strongly agree)

1. **The BSP/Consultant appeared competent in his/her field and had the necessary background and experience to deal with the designated problem.**

☐ **1** ☐ **2** ☐ **3** ☐ **4** ☐ **5**

2. **The BSP/Consultant dealt fully and adequately with the specific areas of requested assistance.**

☐ **1** ☐ **2** ☐ **3** ☐ **4** ☐ **5**

3. **The BSP/Consultant's report was received within the time frame initially agreed upon.**

☐ **1** ☐ **2** ☐ **3** ☐ **4** ☐ **5**

4. **The report was clear and comprehensive.**

☐ **1** ☐ **2** ☐ **3** ☐ **4** ☐ **5**

5. **The BSP/Consultant's recommendations were practical and addressed specific local needs.**

☐ **1** ☐ **2** ☐ **3** ☐ **4** ☐ **5**

6. **The recommendations provided a helpful guide for further action.**

☐ **1** ☐ **2** ☐ **3** ☐ **4** ☐ **5**

Your responses to the following questions would be helpful to the administration of future assignment/technical assistance.

7. **How did you select the BSP/Consultant?**

……

8. **Would you consider using the BSP/Consultant to address other similar problems in the future?**

……

9. **Business Service Provider/Consultant Average Evaluation Score: _________**

To be submitted enclosed with the Activity Results Report seven days after the actual completion date of a selected Activity.

Form prepared by: _________________________ Date: _____________________

ATTACHMENT M – D: ACCOMPLISHMENTS AND RESULTS REPORTING FORMS
Activity Results Report

AgBiz Activity Results Report

1. **Name of Activity:** 2. **Dates:** 3. **Location:**

4. **<u>Brief</u> Activity Background:** (from the approved Activity Description)

5. **Objectives and Results:**

   Objective #1: (as per the approved Activity Description)

   Result: (Including Quantitative results achieved as reported in Post Activity Evaluation Form)

   Objective #2: (as per the approved Activity Description)

   Result: (Including Quantitative results achieved as reported in Post Activity Evaluation Form)

6. **Key Information Obtained by Participants** - useful for better understanding of the Value Chain(s) and Components

   a. Useful industry data or new information particularly relevant to Macedonian VC competitiveness enhancement, including business enabling environment and access to financial sources

   b. Key VC/Component trends discovered

   c. Observations about key VC competitors vs. the Macedonian participants

7. **Follow-up Planned to Achieve Optimal Results from the Activity**

8. **Other Useful Information**

9. **Key Contacts that may be of Future Use**

10. **Input for a Possible Success Story**

    a. Positive quotes from Participants:
    b. Specifics on the successes/results of the Activity;
    c. Specifically why are the Participants better off because of their participation in the Activity?

ATTACHMENT M – D: ACCOMPLISHMENTS AND RESULTS REPORTING FORMS

Monthly Progress Report

AgBiz Monthly Progress Report # __

(*Provide a complete and detailed narrative status report on the component implementation for the current reporting month, to be completed and delivered to AgBiz no later than three work days after the end of the preceding month)*

COMPONENT: Increased Productivity, Competitiveness and Sales for _____________VC

Reporting Period: _____________ 2011 **Date submitted: _______________** 2011

I. **ACCOMPLISHMENTS MADE THIS MONTH AND PROGRES WITH REGARD TO THE PROJECTED TIME LINE OF EACH ACTIVITY** *(narrative status report on the implementation of each activity for the current reporting month)*

1. Activities Implemented this month

Activity 1:
Objective:
Results/Status:
Follow-up:

Activity 2:
Objective:
Results/ Status:
Follow-up:

Activity 3:
Objective:
Results /Status:
Follow-up:

**Attach additional sheets as necessary. Attach any relevant photographs, charts or other documentation*
that helps demonstrate the status of the activities.

2. **Other related important activities and External cooperation (meetings, events, documents, etc.)**
(In bullet points)

3. **Support provided to other AgBiz components**

- **Identified Policy and Institutional Reform Needs this month** *(To be reported in the required format)*
- **Development of VC Export Strategies and Plans for the VCs**
- **Organizational Capacity Building for Advocacy**
- **Identified Access to Finance from VC participants** *(please fill the required data in the table)*

VC Participant	Profile	Purpose of the loan	Value of requested loan	Total investment

4. **Tasks expected to be initiated/in progress/completed in the next month**
   a. **Activity 1:**
      Objective:
   b. **Activity 2:**
      Objective:

II. PROBLEMS OR POTENTIAL PROBLEMS (IF ANY) THAT HAVE BEEN ENCOUNTERED THIS MONTH AND RESOLUTIONS OR RECOMMENDED SOLUTIONS TO THESE PROBLEMS

III. SUPPORT NEEDS TO ACCOMPLISH OVERALL OBJECTIVES OR OVERCOME CONSTRAINTS

IV. SIGNIFICANT EVENTS, MEETINGS, OR TRAVEL FOR NEXT MONTH

____________________________________ Date ________________
Signature – Authorized Signer

Appendix 1. Activities Implementation Check List
Appendix 2. Environmental Mitigation and Monitoring Plan

ATTACHMENT M – D: ACCOMPLISHMENTS AND RESULTS REPORTING FORMS

Monthly Progress Report

AgBiz Monthly Progress Report # __

(*Provide a complete and detailed narrative status report on the component implementation for the current reporting month, to be completed and delivered to AgBiz no later than three work days after the end of the preceding month)*

COMPONENT: Strengthening Advocacy & PPD

Reporting Period: _____________ 2011 **Date submitted: _______________** 2011

I. ACCOMPLISHMENTS MADE THIS MONTH AND PROGRES WITH REGARD TO THE PROJECTED TIME LINE OF EACH ACTIVITY *(narrative status report on the implementation of each activity for the current reporting month)*

1. **Identification of the VC participants' representatives and analysis of the current situation and documents related to FF&V and PV VCs:**
   a. *Objective:*
   b. *Results/ Status:*
   c. *Follow-up:*

2. **Needs assessment and developing tailored training programs created for VC participants using participatory approach**
   a. *Objective:*
   b. *Results/ Status:*
   c. *Follow-up:*

3. **Training events for VC participants (preparation and delivery):**
   a. *Objective:*
   b. *Results/ Status:*
   c. *Follow-up:*

4. **Training events for GoM representatives (preparation and delivery):**
   a. *Objective:*
   b. *Results/ Status:*
   c. *Follow-up:*

5. **Preparation and organization of meetings related to creation of PPD platform:**
   a. *Objective:*
   b. *Results/ Status:*
   c. *Follow-up:*

6. **Establishment of cooperation channels among relevant institutions and organizations:**

a. Objective:

b. Results/ Status:

c. Follow-up:

7. Organization of discussion panels on specific issues:

a. Objective:

b. Results/ Status:

c. Follow-up:

**Attach additional sheets as necessary. Attach any relevant photographs, charts or other documentation that helps demonstrate the status of the activities.*

8. **Other related important activities and External cooperation (meetings, events, documents, etc.)**

(In bullet points)

9. Tasks expected to be initiated/in progress/completed in the next month

a. Objective:

b. Results/ Status:

c. Follow-up:

II. PROBLEMS OR POTENTIAL PROBLEMS (IF ANY) THAT HAVE BEEN ENCOUNTERED THIS MONTH AND RESOLUTIONS OR RECOMMENDED SOLUTIONS TO THESE PROBLEMS

III. SUPPORT NEEDS TO ACCOMPLISH OVERALL OBJECTIVES OR OVERCOME CONSTRAINTS

IV. SIGNIFICANT EVENTS, MEETINGS, OR TRAVEL FOR NEXT MONTH

___________________________________ Date ________________

Signature – Authorized Signer

Appendix 1. Activities Implementation Check List

ATTACHMENT M – D: ACCOMPLISHMENTS AND RESULTS REPORTING FORMS

Monthly Progress Report

AgBiz Monthly Progress Report # __

(P*rovide a complete and detailed narrative status report on the component implementation for the current reporting month, to be completed and delivered to AgBiz no later than three work days after the end of the preceding month)*

COMPONENT: Enhanced Access to Finance

Reporting Period: _____________ 2011 **Date submitted: _______________** 2011

I. ACCOMPLISHMENTS MADE THIS MONTH AND PROGRES WITH REGARD TO THE PROJECTED TIME LINE OF EACH ACTIVITY
(narrative status report on the implementation of each activity for the current reporting month)

1. **Access to Finance applications received and approved by AgBiz**
   Participant profile:
   Value and purpose of loan:
   Total investment:

2. **Access to Finance obtained**
   Participant profile:
   Value and purpose of loan:
   Total investment:

3. **Matchmaking and educational events conducted**
   Objective:
   Results/ Status:
   Follow-up:

4. **Communication tool and dissemination of information on innovative access to finance products**
   Objective:
   Results/ Status:
   Follow-up:

**Attach additional sheets as necessary. Attach any relevant photographs, charts or other documentation that helps demonstrate the status of the activities.*

5. **Other related important activities and External cooperation (meetings, events, documents, etc.)**
(In bullet points)

6. **Tasks expected to be initiated/in progress/completed in the next month**
   a. Access to Finance from VC participants
   b. Matchmaking and educational events
   c. Communication tool and dissemination of information on innovative access to finance products

II. PROBLEMS OR POTENTIAL PROBLEMS (IF ANY) THAT HAVE BEEN ENCOUNTERED THIS MONTH AND RESOLUTIONS OR RECOMMENDED SOLUTIONS TO THESE PROBLEMS

III. SUPPORT NEEDS TO ACCOMPLISH OVERALL OBJECTIVES OR OVERCOME CONSTRAINTS

IV. SIGNIFICANT EVENTS, MEETINGS, OR TRAVEL FOR NEXT MONTH

___________________________________ Date ________________

Signature – Authorized Signer

Appendix 2. Activities Implementation check list

G - Activities Implementation Check List

Component :											
FY'12 Activities											
Activity Description			Activity Description submitted to AgBiz	Activity Description Approved	All Agreements Signed	Actual Start Date	Actual End Date	Post-Evaluation forms submitted to AgBiz	Activity Results Report submitted to AgBiz	Three-month follow-up	BUDGET ALLOCATED
1		PLANNED									
		COMPLETED									
2		PLANNED									
		COMPLETED									
3		PLANNED									
		COMPLETED									
4		PLANNED									
		COMPLETED									
5		PLANNED									
		COMPLETED									
6		PLANNED									
		COMPLETED									
TOTAL ALLOCATED BUDGET											

ATTACHMENT M – D: ACCOMPLISHMENTS AND RESULTS REPORTING FORMS
Environment Mitigation and Monitoring Plan

COMPONENT:
REPORTING PERIOD: ______________________________

ACTIVITY	MITIGATION MEASURE(S)	IMPLEMENTATION SCHEDULE	EFECTIVENESS CRITERIA	PROGRESS/STATUS THIS MONTH/QUARTER	PARTY (IES) RESPONSIBLE
List all activities that received a "negative determination with conditions".	If mitigation measures are well-specified in the IEE, EDD, PPA (or other) quote directly from relevant assessment/plan If they are not well-specified, define more specifically here			For example: "Monitor weekly, and report in quarterly reports. If XXX occurs, immediately inform AgBiz"	If appropriate, *separately* specify the parties responsible for mitigation, for monitoring and for reporting.
EXAMPLE:					
Provision of comprehensive technical on-field assistance for modern production technology of table grapes	**<u>PESTICIDES</u>** Company XXX purchases pesticides and other chemicals for farmers. XXX must provide annual pesticide training. This training must cover proper handling and use of pesticides, pesticide mixing and application rates, disposal of unused pesticide and package disposal. Company XXX should also review its storage practices for pesticides and chemicals and provide improved management, organization and safety in their chemical store.	The pesticide training and the SUAP should be done/provided before the next season Due date XXXXXX SUAP submission due date, XXXXXXX completed	Pesticide training provided PERSUAP prepared by AgBiz/LF; SUAP prepared by Company XXX	Company XXX representative for pesticide organized short training on Date: XXX and provided information for pesticides use, storage, containers disposal, safety requirements and protective clods and Mk regulation Company XXX developed Safe Use Pesticides Plan and is being implemented	Mr. XXX conducted training on pesticide handling Senior Agronomist Mr. XXX is overseeing SUAP implementation Overall responsibility/Reported by:

ACTIVITY	MITIGATION MEASURE(S)	IMPLEMENTATION SCHEDULE	EFECTIVENESS CRITERIA	PROGRESS/STATUS THIS MONTH/QUARTER	PARTY (IES) RESPONSIBLE
	In addition, a Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP) is being conducted by AgBiz/LF and the results will be used by XXX to develop a comprehensive pesticide use plan. Considering the breath of activities, Company XXX should consider identifying a person to oversee environmental issues.				

ATTACHMENT M – D: ACCOMPLISHMENTS AND RESULTS REPORTING FORMS
Quarterly Report

List of <u>ACRONYMS AND ABBREVIATIONS</u>
<u>EXECUTIVE SUMMARY</u>
One paragraph per Value Chain/Component

1.0 <u>QUARTER ACCOMPLISHMENTS</u>

1.1 <u>Increased Productivity, Competitiveness and Sales for Fresh Fruits and Vegetables</u>
Value Chain/Component Overview: (Goal & Issues)
(Half page)

1.1.1 Activities Completed during the Quarter
Activity Title
Objective *(from Activity Description)*
Activity Summary, including Results Achieved *(from Activity Results Report)*
Activity Cost: *Total Cost: $xxx; AgBiz Share: $xxx or xx%*
(Half page per Activity)

1.1.2 Environmental Protection
Activity Title
Possible Negative Environmental Impact
Recommended Mitigations Measures
Implementation Status

1.1.3 Activities Planned for the Next Quarter
(Bullet points)

<u>2.1 PROGRAM DEVELOPMENT AND IMPLEMENTATION</u>
External Cooperation and Coordination
(Bullet points)

3.0 <u>PERFORMANCE MONITORING AND EVALUATION</u>

3.1 Qualitative Performance Indicators
(Half Page Paragraph)
3.2 Quantitative Performance Indicators
(Indicator Table)

Table XX. FIRST QUARTER ACHIEVEMNTS						
	Performance Indicator	PAST PERFORMANCE	PROGRESS THIS QUARTER	FY'12 TO DATE	FY'12 TARGETS	PERFORMANCE (in %)
IR X.X						
Indicator XXX						