

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON D C 20523

PD-AAH-862

June 27, 1980

538-0035

5380035004401

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Mr. James Williams
President
Credit Union National Association,
Incorporated
1120 19th Street, N.W.
Washington, D.C. 20036

Subject: Grant No. 538-0035

Dear Mr. Williams:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to the Credit Union National Association, Incorporated (hereinafter referred to as "CUNA" or "Grantee") the sum of \$360,000 to provide support for a program entitled Caribbean Credit Union Development as more fully described in the attachment to this Grant entitled "Program Description".

This Grant is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives within the terms of the grant agreement during the period June 1, 1980 through December 31, 1985.

This Grant is made to the CUNA, on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1 entitled "Program Description", and Attachment 2 entitled "Standard Provisions", which have been agreed to by your organization.

Please sign the Statement of Assurance of Compliance, enclosed herein, and the original and seven (7) copies of this letter to acknowledge your acceptance of the conditions under which these funds have been granted.

Please return to this office the Statement of Assurance of Compliance and the original and six (6) copies of this Grant.

Sincerely,

Douglas J. Bennet, Jr.
Administrator

William B. Wheeler
William B. Wheeler
Director
Regional Development Office/
Caribbean

Attachments:

1. Program Description
2. Standard Provisions
3. Statement of Assurance of Compliance

ACCEPTED:

Credit Union National Association, Incorporated

By: James C. Carr

Title: Executive Vice President

Date: June 27, 1980

FISCAL DATA

Appropriation : 72-1101021.6

Allotment : 046-52-538-00-69-01

Project Number : 538-0035

Total Grant Amount : \$1,486,000 FY 80 \$360,000

BEST AVAILABLE DOCUMENT

Program Description

A. Purpose of Grant

The purpose of this Grant is to provide support for a program to support the increased mobilization of local savings and the channeling of these funds back into productive and provident investments by Caribbean credit union members and their families.

B. Specific Objectives

The specific objectives of this Grant are as follows:

1. To assist the Caribbean Confederation of Credit Unions (CCCU) to assist member credit union leagues to design and implement successful development programs for member credit unions.
2. To assist member credit union leagues to develop their affiliates' management capabilities to provide services to credit union members.
3. To assist individual credit unions to increase membership and to mobilize member savings and provide timely and low cost credit services.
4. To strengthen and provide support to the Dominica Credit Union League and affiliated credit unions, in order that the credit union movement can assist in Dominica's reconstruction after Hurricane David.

C. Implementation

I. To achieve objectives 1 through 3, in paragraph B above, the Grantee shall carry out the following activities with funds provided by this Grant with participating credit union associations:

1. Design, document and implement essential and appropriate management systems for the CCCU. These include: a) Financial Management Systems, b) Operations Management Systems, c) Personnel Systems and d) Office Administration Systems.
2. Prepare and finalize, during the first year of the Project, a comprehensive 5-year development plan based on a detailed institutional analysis of the capabilities and requirements of each affiliated credit union association and the confederation.
3. Assist the CCCU in administering Country Development Grants (CDG). The CDG will be provided to national credit union institutions, as justified, to employ and equip qualified staff for credit union development. The CDG will also finance implementation of development strategies on a decreasing scale over the life of project. Prior to the implementation of the CDG, cost-benefit planning studies and plans will be prepared by the respective credit union association and

the CCCU. Except as the Grant Officer may authorize in writing CDG will be limited to participating credit union associations in the following countries and territories: Antigua, Bahamas, Barbados, Belize, Cayman Islands, Grenada, Guyana, Montserrat, St. Kitts/Nevis, St. Lucia, St. Vincent, Suriname, Trinidad and Tobago.

4. Design a management information system to provide feedback on project implementation and performance data from credit unions and leagues.
5. Design and initiate preliminary planning and control systems for affiliated leagues in participating countries.
6. Design and implement, with individual credit union league approval, a comprehensive country project approval and management system.
7. Design, document and implement basic services development and management systems for participating credit union leagues. Specific services to be developed and supplied include:

a. The training of league leaders, managers and staff in basic attitudes, skills and functional processes required for effective management of credit union institutions.

b. The development and distribution of guidelines and models for standardized operating procedures and policies. Priority areas include financial management, inspection and auditing systems, credit union promotion and organization.

c. The development of a comprehensive insurance protection program as requested by leagues.

d. The design and supply of standard operating forms, including accounting forms.

e. The development of a resource mobilization process to obtain funding for specific credit union, league or CCCU sponsored investment and development projects.

II. To achieve objective 4, in paragraph B above, the Grantee in collaboration with CCCU and the management of the Dominica Credit Union League shall carry out the following activities with funds provided by this Grant:

1. Design, develop and implement essential and appropriate management systems for the Dominica Credit Union League; these include: a) Financial Management Systems, b) Operations Management Systems, c) Personnel Systems, and d) Office Administration Systems.

2. Develop formal and on-the-job training programs for League staff in the operation of the management systems developed.

3. Identify priority areas for the development of a "David" as a result of the "David" as well as the support for the development of a...

4. Design and manage required feasibility studies and present the results to Management.
5. Prepare medium and long-term development plans for the League.
6. Prepare required studies and proposals, should external assistance be required to implement these plans.
7. Develop financial and work plans for project implementation, coordinate joint project activities, and assure that project activities are effectively integrated into League planning, implementation and evaluation systems.
8. Prepare and implement a resource mobilization strategy, which will result in a consortium of donor activities.
9. Design an agricultural lending program.
10. Cooperate in achieving the objectives of the Emergency Materials Distribution Program.

D. Reporting

The Grantee shall submit quarterly reports to A.I.D. covering progress on implementation and full fiscal information. The logical framework and implementation plan as presented by Grantee in "Caribbean Confederation of Credit Unions Regional Development Project", submitted June 22, 1979, shall form the basis for reporting on project implementation covered under I in Section C of this Attachment 1. Progress reports on implementation under II in Section C of this Attachment 1 will be based on an implementation plan to be developed two months after the arrival of the technical advisor in Dominica. The implementation plan will constitute the first progress report for this segment of the Project. All progress reports shall be submitted to the grant officer 45 days after the end of the reporting period.

Separate fiscal reports shall be presented covering activities under I and II of Section C of this Attachment 1. The fiscal reports shall be submitted on A.I.D. standard form 269(7-76) and shall be due 30 days after the end of the reporting period.

E. Budget

The funds herein shall be used to finance items as per the attached Budgets A and B which forms part of this Attachment 1.

Subject to the availability of funds and agreement of the parties to proceed, AID agrees to fund forty-eight percent (48%) of the total cost of the project as presented in the attached Budget A in fulfillment of specific objectives 1 through 3, up to a sum not to exceed \$1,146,000.

The Canadian International Development Agency (CIDA) has agreed to finance 48% of the total project cost up to \$1,146,000. CIDA's total financial assistance to the project is \$1,146,000, or 48% of the total project cost.

of total project cost. The Caribbean Credit Union Movement will contribute \$176,000, or seven and one-half percent (7½%) of total project cost.

Subject to the availability of funds and agreement of the parties to proceed, AID agrees to fund the total cost of the project to fulfill the specific objective 4 as presented in attached Budget B, up to a sum not to exceed \$340,000.

A fifteen percent (15%) adjustment among alphabetical individual line item categories (ABCD) in both Budgets A and B is allowed without RDO/C approval. Any adjustment among the items which exceeds fifteen percent (15%) must be approved, in advance, by the AID Grant Officer.

F. Special Provisions

Prior to the stationing of long-term personnel and the importation or purchase of Project related commodities, the Grantee agrees to secure appropriate operating agreements from appropriate government authorities. Provisions 7B, 7C, 12B and 12C of Attachment 2, Standard Provisions are omitted.

G. Overheads

Overhead is calculated at sixty-three percent (63%) of direct base salaries of U.S. employees.

H. Title to Property

Title to property will be vested with CCCU.

BEST AVAILABLE DOCUMENT

BUDGET SUMMARY

(U.S. \$)

	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>TOTAL</u>
I. <u>BUDGET A - CCCU REGIONAL DEVELOPMENT</u>						
CCCU Headquarters	163,820	175,630	201,380	208,640	198,190	947,660
Country Development Grants	110,536	202,109	163,671	132,020	91,801	700,137
Technical Assistance	146,550	116,590	146,650	85,905	-	495,695
Overhead	<u>56,420</u>	<u>63,160</u>	<u>68,320</u>	<u>40,300</u>	<u>7,400</u>	<u>235,600</u>
TOTAL	<u>477,326</u>	<u>557,489</u>	<u>580,021</u>	<u>466,865</u>	<u>297,391</u>	<u>2,379,092</u>
AID TOTALS (48% of TOTAL COST)						
	235,029	278,019	286,012	222,125	124,515	1,145,700
II. <u>BUDGET B - DOMINICA</u>						
League Support	52,300	49,280	41,450	32,150	19,690	194,870
Technical Assistance	<u>72,465</u>	<u>72,280</u>	-	-	-	<u>144,745</u>
TOTAL	<u>124,765</u>	<u>121,560</u>	<u>41,450</u>	<u>32,150</u>	<u>19,690</u>	<u>339,615</u>
III. <u>TOTAL AID</u>						
BUDGET A (AID)	235,029	278,019	286,012	222,125	124,515	1,145,700
BUDGET B	<u>124,765</u>	<u>121,560</u>	<u>41,450</u>	<u>32,150</u>	<u>19,690</u>	<u>339,615</u>
TOTAL	<u>359,794</u>	<u>399,579</u>	<u>327,462</u>	<u>254,275</u>	<u>144,205</u>	<u>1,485,315</u>

BUDGET A - CCCU REGIONAL DEVELOPMENT

<u>BUDGET SUMMARY</u>							<u>5</u>	<u>TOTAL</u>
(U.S. \$)								
	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>TOTAL</u>		
<u>QUARTERS</u>	<u>163,820</u>	<u>175,630</u>	<u>201,380</u>	<u>208,640</u>	<u>198,190</u>	<u>947,660</u>	00	122,120
<u>Category</u>							70	67,260
							50	42,720
							30	25,540
l Costs	51,720	74,330	81,680	89,940	99,090	396,760	10	15,540
	42,000	44,000	50,000	39,000	38,000	213,000	60	273,180
nts	6,000	-	6,500	7,500	-	20,000	==	=====
t/Commodities	12,100	-	-	2,000	-	14,100		
	20,000	23,000	26,000	30,000	16,000	115,000		
xpenses	20,000	21,300	23,000	24,600	26,800	115,700		
irect Costs	12,000	13,000	14,200	15,600	18,300	73,100	40	27,380
<u>DEVELOPMENT</u>							70	6,140
	<u>110,536</u>	<u>202,109</u>	<u>163,671</u>	<u>132,020</u>	<u>91,801</u>	<u>700,137</u>	80	3,670
<u>TECHNICAL ASSISTANCE</u>	<u>146,550</u>	<u>116,590</u>	<u>146,650</u>	<u>89,905</u>	-	<u>495,695</u>	90	37,190
<u>Category</u>							==	=====
	67,325	74,055	81,460	43,020	-	265,860		
	18,180	20,000	22,000	11,620	-	71,800		
es	36,725	22,535	29,750	16,535	-	105,545	20	30,525
on	24,320	-	13,440	14,730	-	52,490	20	28,025
	<u>56,420</u>	<u>63,160</u>	<u>68,320</u>	<u>40,300</u>	<u>7,400</u>	<u>235,000</u>	00	11,720
							00	11,720
	477,326	557,489	580,021	466,865	297,391	2,379,092		
	=====	=====	=====	=====	=====	=====		
							00	2,200
							00	2,200
LS							40	86,390
Total Cost)	<u>235,029</u>	<u>278,019</u>	<u>286,012</u>	<u>222,125</u>	<u>124,515</u>	<u>1,145,700</u>	==	=====
							90	396,760
							==	=====
							00	7,000
							00	7,000

BUDGET A - CCCU REGIONAL DEVELOPMENT (Continued)

(U.S. \$)

	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>TOTAL</u>
B. <u>COUNTRY DEVELOPMENT GRANTS</u>						
<u>Country</u>						
Antigua	-	16,536	13,416	11,213	8,530	49,695
Bahamas	2,000	2,000	2,000	-	-	6,000
Barbados	-	25,786	24,090	26,644	21,826	98,346
Belize	23,640	14,792	11,094	7,396	3,698	60,620
Cayman Islands	1,000	1,000	1,000	-	-	3,000
Grenada	16,540	12,148	9,296	6,224	3,112	47,320
Guyana	-	54,923	0,028	43,201	33,197	181,349
Montserrat	7,172	6,112	5,049	3,787	2,725	24,845
St. Kitts/Nevis	8,414	7,414	6,161	4,808	3,256	30,053
St. Lucia	-	23,668	21,248	17,398	12,549	74,863
St. Vincent	15,640	11,632	9,224	5,816	2,908	45,220
Suriname	21,130	16,098	11,065	5,533	-	53,826
Trinidad/Tobago	15,000	10,000	-	-	-	25,000
COUNTRY DEVELOPMENT GRANTS TOTAL	<u>110,536</u>	<u>202,109</u>	<u>163,671</u>	<u>132,020</u>	<u>91,801</u>	<u>700,137</u>

C. TECHNICAL ASSISTANCE

CCCU HQ Advisors

Salaries

Management Advisor	35,000	38,500	42,350	43,020	-	158,870
Training Advisor	<u>32,325</u>	<u>35,555</u>	<u>39,110</u>	<u>-</u>	<u>-</u>	<u>106,990</u>
Sub-Total	<u>67,325</u>	<u>74,055</u>	<u>81,460</u>	<u>43,020</u>	<u>-</u>	<u>265,860</u>

Benefits

(27% Advisors' Salaries)	<u>18,180</u>	<u>20,000</u>	<u>22,000</u>	<u>11,620</u>	<u>-</u>	<u>71,800</u>
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Allowances

1. Housing

Management Advisor	7,600	8,360	9,200	10,115	-	35,275
Training Advisor	<u>7,100</u>	<u>7,600</u>	<u>8,100</u>	<u>-</u>	<u>-</u>	<u>32,800</u>
Sub-Total	<u>15,000</u>	<u>16,000</u>	<u>17,300</u>	<u>10,115</u>	<u>-</u>	<u>58,415</u>

BUDGET A - CCUC REGIONAL DEVELOPMENT (Continued)

	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>TOTAL</u>
<u>2. Education</u>						
Management Advisor	1,900	2,090	2,300	2,530	-	8,820
Training Advisor	<u>1,900</u>	<u>2,090</u>	<u>2,300</u>	<u>-</u>	-	<u>6,290</u>
Sub-Total	<u>3,800</u>	<u>4,180</u>	<u>4,600</u>	<u>2,530</u>		<u>15,110</u>
<u>3. Temporary Housing</u> (90 days x \$90 per family)						
Management Advisor	8,100	-	-	3,000	-	11,100
Training Advisor	<u>8,100</u>	-	<u>3,000</u>	<u>-</u>	-	<u>11,100</u>
Sub-Total	<u>16,200</u>		<u>3,000</u>	<u>3,000</u>		<u>22,200</u>
<u>4. Post Allowance</u>						
Management Advisor	800	860	920	890	-	3,470
Training Advisor	<u>725</u>	<u>775</u>	<u>830</u>	<u>-</u>	-	<u>2,330</u>
Sub-Total	<u>1,525</u>	<u>1,635</u>	<u>1,750</u>	<u>890</u>		<u>5,800</u>
<u>5. Home Leave</u>						
Management Advisor	<u>-</u>	<u>-</u>	<u>2,000</u>	<u>-</u>	-	<u>2,000</u>
Allowance Sub-Total	<u>36,725</u>	<u>22,535</u>	<u>29,750</u>	<u>16,535</u>		<u>105,545</u>
<u>Relocation (2 Families)</u>						
	(2)		(1)	(1)		
1. Air Fare	3,600	-	1,980	2,180	-	7,760
2. Household Goods (7,500 lbs.)	17,400	-	9,570	10,530	-	37,500
3. Unaccomp. Baggage (700 lbs.)	900	-	550	550	-	2,000
4. Accomp. Baggage	620	-	350	380	-	1,350
5. Per Diem (2 wks. GPO HQS.)	1,200	-	660	725	-	2,585
6. Crating	<u>600</u>	-	<u>330</u>	<u>365</u>	-	<u>1,295</u>
Sub-Total	<u>24,320</u>		<u>13,440</u>	<u>14,730</u>		<u>52,490</u>

GRAND TOTAL 118,150 118,150 118,150 118,150 118,150

BUDGET A - CCCU REGIONAL DEVELOPMENT (Continued)

	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>TOTAL</u>
D. <u>OVERHEAD</u>						
CUNA (63% of Salaries)	42,420	46,660	51,320	27,100	-	167,500
Co-operative Union of Canada (7½% CIDA Funds)	<u>14,000</u>	<u>16,500</u>	<u>17,000</u>	<u>13,200</u>	<u>7,400</u>	<u>68,100</u>
TOTAL OVERHEAD	<u>56,420</u>	<u>63,160</u>	<u>68,320</u>	<u>40,300</u>	<u>7,400</u>	<u>235,600</u>
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BUDGET B - DOMINICA

BUDGET SUMMARY

(U.S. \$)

	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>TOTAL</u>
A. <u>TECHNICAL ASSISTANCE</u>	<u>72,465</u>	<u>72,280</u>				<u>144,745</u>
Personnel Costs	46,885	44,630				91,515
Relocation	8,460	8,820				17,280
Local Travel	2,000	2,200				4,200
Overhead	15,120	16,630				31,750
B. <u>LEAGUE SUPPORT</u>	<u>52,300</u>	<u>49,280</u>	<u>41,450</u>	<u>32,150</u>	<u>19,690</u>	<u>194,870</u>
Personnel	28,140	39,480	33,850	27,200	17,710	146,380
Commodities	14,360					14,360
Other Costs	9,800	9,800	7,600	4,950	1,980	34,130
 TOTAL	 <u>124,765</u> =====	 <u>121,560</u> =====	 <u>41,450</u> =====	 <u>32,150</u> =====	 <u>19,690</u> =====	 <u>339,615</u> =====

BUDGET B - DOMINICA
(U.S. \$)

A. TECHNICAL ASSISTANCE

	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>TOTAL</u>
1. <u>Personnel Costs</u>						
A. Salary	24,000	26,400	-	-	-	50,400
B. Benefits (27% Salary)	6,480	7,130	-	-	-	13,610
C. Allowances						
1. Housing	7,600	8,360	-	-	-	15,960
2. Education	1,900	2,090	-	-	-	3,990
3. Temporary Housing	6,300	-	-	-	-	6,300
4. Post Allowance	605	650	-	-	-	1,255
SUB-TOTAL	46,885	44,630				91,515
	=====	=====				=====
2. <u>Relocation</u>						
1. Air Fare	1,800	1,980	-	-	-	3,780
2. Household Goods	5,000	5,000	-	-	-	10,000
3. Unaccompanied Baggage	450	500	-	-	-	950
4. Accompanied Baggage	310	350	-	-	-	660
5. Per Diem (2 wks. GPO HQ)	600	660	-	-	-	1,260
6. Crating	300	330	-	-	-	630
SUB-TOTAL	8,460	8,820				17,280
	=====	=====				=====
3. <u>Travel</u>						
1. Local	2,000	2,200	-	-	-	4,200
	=====	=====				=====
4. <u>CUNA Overhead</u>	15,120	16,630	-	-	-	31,750
	=====	=====				=====
TOTAL	72,465	72,280				144,745
	=====	=====				=====

