

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

PID-ABC-158

69402

SEP 13 1989

Mr. Edward Jaycox
Vice President, Africa Region
The World Bank
1818 H Street, N.W.
Washington, D.C. 20433

SUBJECT: Grant No. AFR-0467-G-FF-9093-00

Dear Mr. Jaycox:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter "A.I.D.") hereby Grants to the International Bank for Reconstruction and Development (hereinafter "World Bank" or the "Grantee"), the sum of Four Hundred and Fifty Thousand, United States Dollars (U.S. \$450,000) ("Grant") to be used in support of a Multi-Donor Secretariat which would focus on the program of biodiversity in Madagascar which represents the most important component of the World Bank Environmental Action Plan for Madagascar.

This Grant is effective as of the date of this Grant Letter and is applicable to expenditures made by the Grantee to fund the costs of this program during the period beginning with the effective date, and ending after three years duration.

This Grant is made to the Grantee on the condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1 (the Schedule), Attachment 2 (Program Description), and Attachment 3 (the Standard Provisions); each attachment having been agreed to by the World Bank. The Grantee shall submit a progress report every six months during the life of the Grant.

Progress made under this Grant will be evaluated by A.I.D. before the end of the first and third years.

Please sign the original and all enclosed copies of this letter to acknowledge your receipt of the Grant, and return the original and all but one copy to The Grant Officer. The A.I.D. technical officer responsible for monitoring this Grant is:

Dr. John Gaudet
Agriculture and Natural Resources Division
U.S. Agency for International Development
Africa Bureau, Office of Technical Resources,
Room 310 (SA-8A),
Washington, D.C. 20523-1515 Tel.: (703) 235-0852

Sincerely,



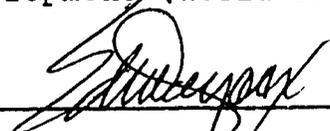
Walter G. Bollinger
A/AA/AFR

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

ACKNOWLEDGED:

For: The International Bank for Reconstruction and
Development (World Bank)

By: 

Title: Regional Vice-President

Date: September 27, 1989

Fiscal Data

Allotment: 72-1191014
Budget Plan Code: GSSA-89-31698-KG12
Grant No: AFR-0467-G-FF-9093-00
Obligation No: 698-0467-9611971
Total Estimated Amount: \$450,000
Total Obligated Amount: \$450,000

Paying Office: Agency For International
Development
PFM/FM/PAFD, Room 703, SA-12,
Washington, D.C. 20523

FUNDS AVAILABLE

SEP 14 1989
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Program Actig Division
Office of Financial Management

GRANT SCHEDULE

A. Purpose of Grant

The purpose of this Grant is to provide support for a Multi-Donor Secretariat (MDS), which would focus on the program of biodiversity in Madagascar, the most important component of the World Bank Environmental Action Plan (EAP). Grant funds will be used to fund the following costs: salary for the Professional Staffer within the Secretariat, advertisement and recruitment expenses, fringe benefits, travel, subsistence, administrative costs, and the external audit costs associated with this position.

B. Program Description

The general objective of this Grant is to support the Professional Staffer within the Multi-Donor Secretariat which in turn will be physically located within the World Bank offices in Washington, DC. The other staff member(s) of the Secretariat, the Research Assistant (and any other staff as necessary), will be provided by other donors with the assistance of the World Bank. The Secretariat itself will have seven main functions:

1. to ensure effective coordination between Malagasy Government representatives and key implementing agencies, donors and PVOs;
2. to coordinate the preparation, implementation and reporting of multi-donor supervisory and review missions led by the World Bank;
3. to organize multi-donor coordination meetings;
4. to participate in additional fund raising;
5. to take the lead in providing a central collection point and transmittal system for information from U.S. and European universities and research organizations;
6. to organize appropriate Technical Assistance resources in order to make use of data bases, both in-country and internationally; and
7. to act as the focal point for donor contact with the Malagasy apex agencies in charge of coordinating EAP activities in Madagascar (e.g., the proposed center).

A more detailed Terms of Reference (Scope of Work) can be found in the Program Description (Attachment 2) below.

Monitoring and Evaluation: The Grantee shall submit a progress report every six months during the life of the Grant.

Progress made under this Grant will be evaluated by A.I.D. before the end of the first and third years, and A.I.D. will retain the option to review the progress of the MDS on a yearly basis. Continued funding after the initial year will depend on this progress review.

Advertisement: The position for the A.I.D.-funded Professional Staffer will be internationally advertised in the Economist, and Science magazines, as well as in major press organs in London, Paris, New York and Los Angeles. One month will be allowed for responses from the first public notice of the position's availability. The USAID Mission to Madagascar will be consulted in drawing up the advertising copy and final scope of work for the position. The position will be advertised only following the approval of USAID/Madagascar.

Selection: Candidates for the position will be reviewed initially by a five person Screening Committee consisting of representatives of A.I.D., the World Bank, the NGO community and the academic community. This Committee will review applicants one month after initial public notice of the position, and will derive a short list of four candidates which will then be forwarded to the Government of Madagascar for their review. Following this initial screening of candidates, a Selection Panel will be set up consisting of two members from the World Bank, and two members from A.I.D., with final panel composition approved by A.I.D. The Selection Panel will arrange for the four candidates on the Selection Committee short list to be brought to Washington, DC for interviews. Final selection will be made no later than two months after the initial public notice of the position.

C. Period of Grant

This Grant is effective on the date of the Grant Letter. The expiration date of this Grant shall be three years from the effective date.

D. Amount of Grant and Payment

1. A.I.D. hereby obligates the amount of \$450,000 for purposes of this Grant.
2. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3 (the Standard Provisions).

E. Grant Budget

The estimated Grant budget is attached as Table 1 below.

TABLE 1
ESTIMATED BUDGET (US\$)

	YEAR 1	YEAR 2	YEAR 3
RECRUITMENT			
Advertising & Transportation	10,000		
(Cost of interviews for 4 finalists)			
PERSONNEL			
SALARY	50,000	51,500	53,000
(Net salary, could vary from \$50,000 to \$70,000 depending on individual selected. 3% raise per yr. included, assumes married individ. with 2 children.)			
BENEFITS	60,000	60,000	60,500
(Benefits vary depending on country of origin. They include insurance, educational benefits for 2 children, post adjustment allowance and relocation.)			
TRAVEL & SUBSISTENCE			
Travel & Subsistence	30,000	30,000	30,000
(Includes initial travel to post from abroad, plus 9 R.T. to Madagascar. Each TDY to last 3 to 4 weeks, with cost of travel based on World Bank tables of standard travel pricing.)			
ADMINISTRATIVE COSTS	3,000	3,000	3,000
(Includes 2% fee to cover WB cost of administering funds.)			
EXTERNAL AUDIT			6,000
TOTAL	153,000	144,500	152,500
		GRAND TOTAL	450,000

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MADAGASCAR

PROGRAM DESCRIPTION
MULTIDONOR SECRETARIAT

TERMS OF REFERENCE

INTRODUCTION

The establishment of a Multi-Donor Secretariat (MDS) for the Malagasy Program of Biodiversity was proposed during the January 27th International Donor's Meeting at the World Bank. This proposal was further discussed during two successive meetings: a first one on 15 February 1989, with the participation of A.I.D., the Smithsonian Institution and the World Bank; and a second one on 17 March 1989, with the participation of A.I.D. and the World Bank. This paper aims to: (1) highlight current points of agreement in principle that have been reached; (2) present the proposed terms of reference for the MDS; (3) suggest financing for MDS support; and (4) propose a timetable for the actual MDS establishment.

POINTS OF AGREEMENT

The role of the MDS would be focused on the program of biodiversity in Madagascar, which represents the most complex component of the EAP. However, because of the strong interdependency between biodiversity and the other components, the MDS would pay attention to the implementation of these components as well.

MDS would be hosted by the World Bank because of the multilateral feature of this Secretariat and its expected continuing role in terms of coordination.

MDS would be established for an initial period of 3 years and focus on the Malagasy EAP. Should the experience be positive, the MDS could be extended.

MDS would be located at the World Bank Headquarters in Washington, DC, because it would facilitate coordination with donors, universities, and international NGOs.

MDS would be strongly linked to the field, particularly with the Malagasy key implementing agencies as well as with resident technical assistance of local donors.

MAIN FUNCTIONS

MDS would have seven main functions:

- (1) To ensure effective coordination between Malagasy Government representatives, key implementing agencies, local NGOs, the donors (headquarters and local offices), international agencies, universities, and international PVOs. This will ensure that information is well shared among the different players and goes both ways to and from Madagascar;
- (2) To coordinate the preparation, implementation and reporting of multi-donor supervisory and review missions led by the World Bank. MDS would therefore be involved in the definition of Terms of Reference, staffing and prior contact with Government staff. MDS would also participate at least in key field missions to ensure follow-up. MDS, however, would not be expected to lead missions, it would only provide support;
- (3) To organize multi-donor coordination meetings on the general progress of EAP implementation (possible frequency: once a year) as well as on specific issues (to be decided on an ad hoc basis), and to participate in international meetings on environmental matters relevant to Madagascar;
- (4) To participate in additional fund raising, should project funds appear insufficient and/or should activities unforeseen at the time of project negotiations become important enough to warrant consideration;
- (5) To help foster the overall process of environmental awareness by assisting Malagasy in gaining access to information regarding biodiversity, conservation, and natural resource management. The MDS will take the lead in providing a central collection point and transmittal system for this information from U.S. and European universities and research organizations;
- (6) To organize appropriate Technical Assistance resources in order to make use of data bases, both in-country and internationally; and
- (7) To act as the focal point for donor contact with the Malagasy apex agencies in charge of coordinating EAP activities in Madagascar (e.g., the proposed center). At the same time, MDS would not have any direct responsibility in operational work.

STAFFING AND ORGANIZATION

Staffing has been defined on the basis of the above functions, with a time estimate for each of them (Table 2). Accordingly, it is proposed that MDS be staffed with one high level professional staffer and a research assistant (A.I.D. funding is to be used to support the professional staffer). The workload is likely to be heavier during the first year, since it corresponds to the launching of the project (including negotiations and the initial implementation). It may reach a plateau during the next two years.

SKILLS REQUIRED

Professional staffer:

The Professional Staffer should have a degree in either natural resource management, ecology or resource economics (at least Masters level). He/she should have experience with Madagascar, possibly having resided there; and he/she should be fully bilingual (English/French). He/she should have previous experience in project management, supervision, parallel and cofinancing, and donor coordination. He/she should have skills in communication, data base management and some experience in fund raising for PVOs. He/she should be familiar with both the Malagasy and the international organizations to be involved in the implementation of the EAP. And lastly, some experience would be desirable in the area of setting up wildlife/conservation NGOs/PVOs.

Research Assistant: The Research Assistant should have a degree preferably in natural resource management, ecology and/or resource economics. He/she should be fully bilingual (English/French). He/she should have a good practical experience in data management.

TABLE 2
MADAGASCAR

ENVIRONMENTAL ACTION PLAN

MULTI-DONOR SECRETARIAT (MDS)

TIME ESTIMATE PER MAIN FUNCTIONS

MDS would be made up of one professional staffer, one research assistant and support staff. This staff would work full time on the basis of the estimates in staff-weeks (sw) below:

<u>MAIN FUNCTIONS</u>	<u>PROFESSIONAL</u> (sw)	<u>RESEARCH ASSIST.</u> (sw)
Liaison and information dissemination	20	14
Two Supervision/review missions	12	9
Two Donor Meetings	10	10
Fund Raising	4	4
Data Management Systems	4	13
<u>TOTAL</u>	<u>50</u>	<u>50</u>

Interim Standard Provisions for
Grants to the World Bank

1. Refunds
2. Revision of Grant Budget
3. Termination Procedures
4. U.S. Officials Not to Benefit
5. Amendment
6. Notices
7. Audit and Records
8. Payment

Interim Standard Provisions for Grants to the World Bank

1. REFUNDS

(a) The Grantee is encouraged to utilize interest-bearing accounts where feasible and shall remit to A.I.D. all interest earned on funds provided by A.I.D.

(b) Funds obligated by A.I.D., but not disbursed to the Grantee at the time the Grant expires, or is terminated, shall revert to A.I.D., except for such funds encumbered by the Grantee by a legally binding transaction applicable to this Grant. Any funds advanced to but not expended by the Grantee at the time of expiration or termination of the Grant shall be refunded to A.I.D. except for such funds encumbered by the Grantee by a legally binding transaction applicable to this Grant.

(c) If, at any time during the life of the Grant, or as a result of final audit, it is determined that A.I.D. funds provided under this Grant have been expended for purposes not in accordance with the terms of this Grant, the Grantee shall refund amount to A.I.D.

2. REVISION OF GRANT BUDGET

(a) The approved Grant budget is the financial expression of the Grantee's program as approved during the Grant award process.

(b) The Grantee shall immediately request approval from the Grant Officer when there is reason to believe that within the next 30 calendar days a revision of the approved grant budget will be necessary for any of the following reasons:

(1) To change the scope of the objectives of the project and/or revise the funding allocated among project objectives.

(2) Additional funding is needed.

(3) The Grantee expects the amount of A.I.D. authorized funds to exceed its needs by more than \$5,000 or five percent of the A.I.D. award, whichever is greater.

(c) Except as required by other provisions of this Grant specifically stated to be an exception from this provision, the Government shall not be obligated to reimburse the Grantee for costs incurred in excess of the total amount obligated under the Grant. The Grantee shall not be obligated to continue performance under the Grant (including actions under the "Termination of Procedures" provision) or otherwise to incur costs in excess of the amount obligated under the Grant, unless and until the Grant Officer has notified the Grantee in writing that such obligated amount has been increased and has specified the new Grant total amount.

3. TERMINATION PROCEDURES

This agreement may be terminated, in whole or in part, by either party at any time upon 30 days written notice of termination. Upon receipt of and in accordance with a termination notice from the Grant Officer, the Grantee shall take immediate action to cease all expenditures financed by this Grant and to cancel all unliquidated obligations if possible. Further, upon receipt of notice of termination, the Grantee shall not enter into any further obligations under this Grant. Except as provided below, no further reimbursements shall be made after the effective date of termination. The Grantee shall within 30 days of the effective date of termination repay to the US Government all unexpended A.I.D. funds which are not otherwise obligated by a legally binding transaction applicable to this Grant. Should the funds paid by Government to the Grantee prior to the effective date of termination be insufficient to cover the Grantee's obligations in a legally binding transaction, the Grantee may submit to the Government within 90 days after the effective date of termination a written claim for such amount.

4. U.S. OFFICIALS NOT TO BENEFIT

No member of the U.S. Government or the U.S. Congress (or delegate to) or resident U.S. Commissioner, shall be admitted to any share or part of this Grant or to any benefit that may arise therefrom.

5. AMENDMENT

The Grant may be amended upon mutual consent of the parties by formal modifications to be the basic Grant document or by means of an exchange of letters between the Grant Officer and an appropriate official of the Grantee.

6. NOTICES

Any notice given by A.I.D. or the Grantee shall be sufficient only if in writing and delivered in person, mailed, or cabled as follows:

To the A.I.D. Grant Officer, at the address specified in the Grant.

To Grantee, at Grantee's address shown in the Grant or to such other address designated within the Grant.

Notices shall be effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

7. AUDIT AND RECORDS

The Grantee shall maintain books, records, documents and other evidence in accordance with the Grantees' usual accounting procedures to sufficiently substantiate charges to the Grant. The Grantee confirms that this program will be subject to an independent audit in accordance with the Grantees' usual auditing procedures and agrees to furnish copies of these audit reports to A.I.D. along with such other related information as may be requested by A.I.D. with respect to questions arising from the audit report.

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8. PAYMENT: PERIODIC ADVANCES

(a) Periodic advances shall be limited to the minimum amounts needed to meet current disbursement needs and shall be scheduled so that the funds are available to the Grantee as close as is administratively feasible to the actual disbursements by the Grantee for program costs. Cash advances made by the Grantee shall conform substantially to the same standards of timing and amount as apply to cash advances by A.I.D. to the Grantee.

(b) Grantees shall submit requests for advances (SF-270) at least monthly to the paying office specified in the Grant letter. Requests for advance shall state the estimated disbursements to be made during the period covered by the request, less the estimated balance of cash on hand at the beginning of the period and the advance amount being requested. Within 90 days following the expiration of the Grant, the Grantee will submit a report (SF-269) showing total disbursements, total advances received and any cash remaining on hand, which will be refunded to A.I.D.

(c) If at any time, the A.I.D. Controller determines that the Grantee has demonstrated an unwillingness or inability to: (1) establish procedures that will minimize the time elapsing between cash advances and the disbursement thereof, (2) timely report cash disbursements and balances as required by the terms of the Grant, and (3) impose the same standards of timing of advances and reporting on any subrecipient or any of the Grantee's overseas field organizations, the A.I.D. Controller shall advise the Grant Officer who may suspend or revoke the advance payment procedure.

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

SEP 13 1989

Mr. Edward Jaycox
Vice President, Africa Region
The World Bank
1818 H Street, N.W.
Washington, D.C. 20433

SUBJECT: Grant No. AFR-0467-G-FF-9093-00

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Washington, D.C. 20523-1515 Tel.: (703) 235-0852

Sincerely,



Walter G. Hollinger
A/AA/AFR

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

ACKNOWLEDGED:

For: The International Bank Bank for Reconstruction and
Development (World Bank)

By: 

Title: Regional Vice President

Date: September 27, 1989

Fiscal Data

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10

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		GRAND TOTAL	450,000

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MADAGASCAR

PROGRAM DESCRIPTION
MULTIDONOR SECRETARIAT

TERMS OF REFERENCE

INTRODUCTION

The establishment of a Multi-Donor Secretariat (MDS) for the Malagasy Program of Biodiversity was proposed during the January 27th International Donor's Meeting at the World Bank. This proposal was further discussed during two successive meetings: a first one on 15 February 1989, with the participation of A.I.D., the Smithsonian Institution and the World Bank; and a second one on 17 March 1989, with the participation of A.I.D. and the World Bank. This paper aims to: (1) highlight current points of agreement in principle that have been reached; (2) present the proposed terms of reference for the MDS; (3) suggest financing for MDS support; and (4) propose a timetable for the actual MDS establishment.

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Professional staffer:

The Professional Staffer should have a degree in either natural resource management, ecology or resource economics (at least Masters level). He/she should have experience with Madagascar, possibly having resided there; and he/she should be fully bilingual (English/French). He/she should have previous experience in project management, supervision, parallel and cofinancing, and donor coordination. He/she should have skills in communication, data base management and some experience in fund raising for PVOs. He/she should be familiar with both the Malagasy and the international organizations to be involved in the implementation of the EAP. And lastly, some experience would be desirable in the area of setting up wildlife/conservation GOs/PVOs.

Research Assistant: The Research Assistant should have a degree preferably in natural resource management, ecology and/or resource economics. He/she should be fully bilingual (English/French). He/she should have a good practical experience in data management.

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TABLE 2
MADAGASCAR

ENVIRONMENTAL ACTION PLAN

MULTI-DONOR SECRETARIAT (MDS)

TIME ESTIMATE PER MAIN FUNCTIONS

MDS would be made up of one professional staffer, one research assistant and support staff. This staff would work full time on the basis of the estimates in staff-weeks (sw) below:

<u>MAIN FUNCTIONS</u>	<u>PROFESSIONAL</u> (sw)	<u>RESEARCH ASSIST.</u> (sw)
Liaison and information dissemination	20	14
Two Supervision/review missions	12	9
Two Donor Meetings	10	10
Fund Raising	4	4
Data Management Systems	4	13
<u>TOTAL</u>	<u>50</u>	<u>50</u>

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Interim Standard Provisions for
Grants to the World Bank

1. Refunds
2. Revision of Grant Budget
3. Termination Procedures
4. U.S. Officials Not to Benefit
5. Amendment
6. Notices
7. Audit and Records
8. Payment

Interim Standard Provisions for Grants to the World Bank

1. REFUNDS

(a) The Grantee is encouraged to utilize interest-bearing accounts where feasible and shall remit to A.I.D. all interest earned on funds provided by A.I.D.

(b) Funds obligated by A.I.D., but not disbursed to the Grantee at the time the Grant expires, or is terminated, shall revert to A.I.D., except for such funds encumbered by the Grantee by a legally binding transaction applicable to this Grant. Any funds advanced to but not expended by the Grantee at the time of expiration or termination of the Grant shall be refunded to A.I.D. except for such funds encumbered by the Grantee by a legally binding transaction applicable to this Grant.

(c) If, at any time during the life of the Grant, or as a result of final audit, it is determined that A.I.D. funds provided under this Grant have been expended for purposes not in accordance with the terms of this Grant, the Grantee shall refund amount to A.I.D.

2. REVISION OF GRANT BUDGET

(a) The approved Grant budget is the financial expression of the Grantee's program as approved during the Grant award process.

(b) The Grantee shall immediately request approval from the Grant Officer when there is reason to believe that within the next 30 calendar days a revision of the approved grant budget will be necessary for any of the following reasons:

(1) To change the scope of the objectives of the project and/or revise the funding allocated among project objectives.

(2) Additional funding is needed.

(3) The Grantee expects the amount of A.I.D. authorized funds to exceed its needs by more than \$5,000 or five percent of the A.I.D. award, whichever is greater.

(c) Except as required by other provisions of this Grant specifically stated to be an exception from this provision, the Government shall not be obligated to reimburse the Grantee for costs incurred in excess of the total amount obligated under the Grant. The Grantee shall not be obligated to continue performance under the Grant (including actions under the "Termination of Procedures" provision) or otherwise to incur costs in excess of the amount obligated under the Grant, unless and until the Grant Officer has notified the Grantee in writing that such obligated amount has been increased and has specified the new Grant total amount.

3. TERMINATION PROCEDURES

This agreement may be terminated, in whole or in part, by either party at any time upon 30 days written notice of termination. Upon receipt of and in accordance with a termination notice from the Grant Officer, the Grantee shall take immediate action to cease all expenditures financed by this Grant and to cancel all unliquidated obligations if possible. Further, upon receipt of notice of termination, the Grantee shall not enter into any further obligations under this Grant. Except as provided below, no further reimbursements shall be made after the effective date of termination. The Grantee shall within 30 days of the effective date of termination repay to the US Government all unexpended A.I.D. funds which are not otherwise obligated by a legally binding transaction applicable to this Grant. Should the funds paid by Government to the Grantee prior to the effective date of termination be insufficient to cover the Grantee's obligations in a legally binding transaction, the Grantee may submit to the Government within 90 days after the effective date of termination a written claim for such amount.

4. U.S. OFFICIALS NOT TO BENEFIT

No member of the U.S. Government or the U.S. Congress (or delegate to) or resident U.S. Commissioner, shall be admitted to any share or part of this Grant or to any benefit that may arise therefrom.

5. AMENDMENT

The Grant may be amended upon mutual consent of the parties by formal modifications to be the basic Grant document or by means of an exchange of letters between the Grant Officer and an appropriate official of the Grantee.

6. NOTICES

Any notice given by A.I.D. or the Grantee shall be sufficient only if in writing and delivered in person, mailed, or cabled as follows:

To the A.I.D. Grant Officer, at the address specified in the Grant.

To Grantee, at Grantee's address shown in the Grant or to such other address designated within the Grant.

Notices shall be effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

7. AUDIT AND RECORDS

The Grantee shall maintain books, records, documents and other evidence in accordance with the Grantees' usual accounting procedures to sufficiently substantiate charges to the Grant. The Grantee confirms that this program will be subject to an independent audit in accordance with the Grantees' usual auditing procedures and agrees to furnish copies of these audit reports to A.I.D. along with such other related information as may be requested by A.I.D. with respect to questions arising from the audit report.

8. PAYMENT: PERIODIC ADVANCES

(a) Periodic advances shall be limited to the minimum amounts needed to meet current disbursement needs and shall be scheduled so that the funds are available to the Grantee as close as is administratively feasible to the actual disbursements by the Grantee for program costs. Cash advances made by the Grantee shall conform substantially to the same standards of timing and amount as apply to cash advances by A.I.D. to the Grantee.

(b) Grantees shall submit requests for advances (SF-270) at least monthly to the paying office specified in the Grant letter. Requests for advance shall state the estimated disbursements to be made during the period covered by the request, less the estimated balance of cash on hand at the beginning of the period and the advance amount being requested. Within 90 days following the expiration of the Grant, the Grantee will submit a report (SF-269) showing total disbursements, total advances received and any cash remaining on hand, which will be refunded to A.I.D.

(c) If at any time, the A.I.D. Controller determines that the Grantee has demonstrated an unwillingness or inability to: (1) establish procedures that will minimize the time elapsing between cash advances and the disbursement thereof, (2) timely report cash disbursements and balances as required by the terms of the Grant, and (3) impose the same standards of timing of advances and reporting on any subrecipient or any of the Grantee's overseas field organizations, the A.I.D. Controller shall advise the Grant Officer who may suspend or revoke the advance payment procedure.

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