

PD-AIBK-279

**USAID/BENIN**

**FY 94-95 ANNUAL BUDGET SUBMISSION**

**September 1993**

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## **A.I.D. REPRESENTATIVE'S STATEMENT**

USAID/Benin is simultaneously submitting its five-year Country Program Strategy Plan (1994-1998) and the FY 1995 Annual Budget Submission. Our Strategy submission formalizes what has been our development thrust since re-opening our Mission in Benin in 1991. Our strategic goal and sub-goal emanate from the priorities established by Benin's now famous National Conference of 1990 as well as by two years of analyses conducted by AID/W, REDSO/WA, and the Mission. We have proposed as our Mission goal:

*Broaden the base of, and enhance participation in Benin's economic development.*

We believe that enhanced participation of people in their development future depends on two things: 1) the facilitating legislative, regulatory and institutional environment of the structures of the society; and 2) on the capacities and dispositions of individual Beninese. Individuals inside and outside the Government will guide and oversee Benin's new directions. But individuals -- particularly outside the Government -- must also be poised and capable of responding to the vast array of new opportunities offered. Thus, the Mission has framed our sub-goal around people:

*Strengthen Benin's Human Resource Base.*

Both Benin's National Conference and our own analyses determined that Benin's collapsed basic education system is a major constraint to the country's economic development. It is also an area not currently addressed in any significant sense by Benin's other donors. A poor system of primary education compromises the entire system of human capital development. Most importantly, such a poorly functioning primary education system does not produce the type of citizens who can participate in -- and demand accountability from -- a political and economic system that will decide their destinies. In recognition of our limited management capability and our need to focus, the Mission has chosen one single Strategic Objective which will guide the composition of our program and the dedication of our resources:

*Assist in ensuring that an increasing number of primary school-age children receive -- on a more equitable basis -- a basic education that adequately prepares them for a productive role in their society.*

To achieve our Strategic Objective, we have crafted five inter-related supporting targets which will guide our indicators of Mission performance:

- o **Upgrade the overall learning environment of the Beninese pupil;**
- o **Increase equity of access for Beninese children to a quality primary school education;**
- o **Establish and maintain sufficient financing for primary education;**
- o **Improve educational planning, management and accountability in the effort to restore primary education for Benin's children;**
- o **Promote wide-spread public participation in primary education.**

Such a strong emphasis on primary education within our strategic goal and sub-goal is justified. We believe education has a special relationship to our concepts of governance. On the one hand, education is the single-most important component to assure long-term, informed participation in, and oversight of, government. On the other, primary education is itself a government service, the largest in Benin, touching a vast majority of families in the country. How government delivers this critical and widely observed service provides a good indication of how government performs overall: its effectiveness, its fairness and equity, its accountability and its transparency. Thus, we have structured our program to strengthen primary education along the lines suggested by our analyses of democratization. Our approach to improving primary education emphasizes provision of quality educational services. It also promotes public sector accountability and transparency to assure the efficient use of scarce resources. And we will push for wide spread participation. Aligning parents, teachers, the National Assembly and other interested groups in education reform will guarantee that past public momentum for reform and oversight of government implementation of that reform will not be lost.

### *The Targets of Opportunity*

In crafting this education approach, we have found that certain elements required for program success are cross-cutting and governance-related. They cut directly to the core issues determining whether children can and will attend school and whether parents and government will be able to afford schooling on a sustained basis. The question is one of oversight and participation and the ability of a society to organize that oversight and participation. Thus we are proposing new starts in the promotion and strengthening of Benin's many Non-Governmental Organizations which will organize dialogue on, and oversight of, the Government's approach to delivery of public services. Financial management and accountability is a sine qua non for success of our primary education program, since efficiency and effectiveness of public (and donor) funds is key to sustainability. We recognize, however, the GOB institutionalization of financial accountability and management are weak and the public expectations about accountability are unfortunately weaker, as was revealed during a recently conducted assessment by Price Waterhouse.

We are also proposing in our strategy to formalize our disparate activities in family planning in order to prepare for a decision on making population an objective in our subsequent CPSPs. Not only has population outstripped production -- Beninese produce per capita fewer goods and services than they did at independence -- but a 3.1 percent growth rate has serious implications for the Government's proclaimed goals of significantly greater access of Beninese children to primary education services. However, we have become convinced that our efforts in education will be undermined unless this vital element of governance is addressed.

### ***Management and Resource Requirements***

The Mission assessment of DFA resource requirements derives from three basis observations. First, as one of the world's twenty-five poorest countries and a fledgling democracy, Benin has great need for U.S. assistance. Second, as AID/W economic performance and democratization assessments show, Benin has built a system which can absorb our assistance and make a substantial impact on the economic and social well-being of its citizens. Finally, the Mission believes that with use of U.S. PVOs and an enhanced use of OYB transfers and "buy-ins" we can have a high impact program with limited personnel and operating requirements.

Our proposed program is focused on one Strategic Objective and three targets of opportunity. By the maintenance of focus and by the use of NPA, US PVO and OYB-transfer mechanism, we have been able to maintain a minimal level of five USDH. Since we have already established a minimalist approach, reducing the program levels by 25 percent or 50 percent will not alone reduce the configuration of our USDH workforce (three of which are program-oriented; the A.I.D. Representative, PDO/PDE Officer and the General Development Officer) or the OE necessary to support them. Downsizing either the Controller position or the Executive Officer would require a systematic approach with AID/W, REDSO/WA and the AMEBMASSY/Cotonou.

Executive Management poses special issues for OAR/Benin. The Embassy in Benin is designated a Small Embassy Program (SEP), such as the models used in Cape Verde, Djibouti and Equatorial Guinea. Thus, USAID's presence has required that USAID furnish facilities that would normally be accommodated by a larger Mission: housing support, warehouse, EXP and NXP handling, travel, and most important the medical unit. To offset the impact the installation of USAID/Benin has had on the U.S.G. agencies already in place, we have had to make direct O.E. contributions to GSO support and the Medical Unit. The GSO, one of three nurses, and four FSNs were agreed to by AID/W, STATE and at the Mission as part of our FAAS/DAS arrangement. These are shown on the FSN tables. Per AID/W instructions last year, we have reviewed the number of FSN personnel and have downsized the guard force and some support staff. We may be able to make further downward adjustments as start-up is completed and increases in efficiency occur due to training and experience.

Because we have so few USDH and opportunities for OE-funded USPSC, we depend heavily on a talented FN PSC staff. Given their greater responsibilities and newness, we will do everything possible to continue our vigorous staff training program identified when our Mission start-up strategy was developed, provided that our OE levels are maintained at a level where we are able to continue FSN training.

Listed below by expense category are our comments on the impact of greatly reduced (more than 25%) operating expenses.

### Personnel, Salaries and Benefits

The Mission will have very limited funds for USPSC coverage of personnel on extended absences such as HL and R & R. Although the FSN staff is very talented, they do not yet have sufficient experience to carry out office operations without supervision. It is difficult to acquire TDY assistance from AID/W during peak leave periods. The absence of any one USDH leaves either a program or support area unsupervised.

FSN salaries are expected to increase by 30% during the next fiscal year. A wage survey for Benin has not been conducted since 1987. A follow-up survey is planned for September 1993 and is expected to reveal a need for an increase. Should the Embassy/USAID fail to increase salaries to a level that are more competitive with the expanding market in Benin we risk losing a number of our professional staff to other donor organizations and the burgeoning private sector. Additionally, other negative fallout would be the need to dispense funds to provide basic training to a new cadre of professional employees and at a greater than 25% reduction no step increases for FSN staff.

A reduced budget would eliminate funds for AID/W TDY assistance. It was part of the original arrangement when establishing a five-USDH post that regular input from AID/W would be provided as necessary to augment and provide technical support for major project design and evaluation activities. Consultations to our regional support office would also be greatly curtailed.

Much needed training for our new staff will have to be cut back and implemented over a longer time frame. Foregoing training may represent a hidden cost to our budgets, since we will then require more staff, more TDYs and more temporary consultants to maintain Mission administration.

### Building maintenance, utilities and communications

Electrical power comes to Benin from Ghana overland via Togo. The cost to the consumer is very high as the GOB uses the charges as one of their principle sources of revenue. Utility charges are likely to increase which impacts on the costs for both residential and office structures.

The USAID office buildings are actually converted residential houses that are connected. Many of the problems encountered initially have been solved but new ones continue to arise due to poorly placed and insufficient electrical outlets, and lighting. Support services for minor repairs are via a JAO mechanism lacking, or rudimentary at best and outside maintenance services are essential to residential and office operation. A reduced budget will mean that no remodeling or other improvements will be possible.

Previous estimates provided Mission did not include adequate costs of E-mail and thus, were not fully reflected in previous budgets. Improvements in telephone service in Benin has made E-mail possible, however, this and telefax messages have to be transmitted via the PTT lines at a cost of \$8 to \$10 per minute. To date, we have had almost no success in using a

lower cost "dial back" service for voice transmissions. A greatly reduced budget will eliminate the funds for E-mail.

#### Equipment and supplies

A reduced budget will impede the purchase of a UNIX system for the Controllers Office or expand the LAN system. Mission's maintenance costs on ADP equipment is unknown. Local repair services are very expensive and transportation cost from the U.S. are also high. A budget reduction of more than 24% will prevent the installation of UNIX or LAN, which is fast becoming the preferred method of information exchange between the field and AID/W.

No vehicles purchases are planned.

USAID has yet to build up an adequate supply of office materials and other expendable supplies. Funds must be available to create a stock thus eliminating the current costly and time consuming method of petty cash disbursement.

Since, with the exception of the SEP Embassy, most of these problems are not unique to USAID/Benin, we look forward to working with AID/W on system-wide solutions to what we realize is a very urgent need to increase efficiency and minimize operating costs.

## FY 1994 PROGRAM BY STRATEGIC OBJECTIVE (\$000)

I. STRATEGIC OBJECTIVE	POLICY AREA	FY 1994 CONGRESSIONAL PRESENTATION LEVEL	
		100%	75%
1. Promote the establishment of a basic education system which is effective, efficient, equitable and sustainable. (Proposed)			
	Economic Growth (Human Resources)	4,120	3,090
	Democratization	4,120	3,090
	Health (Improving Girls Education)	2,060	1,545
II. TARGETS OF OPPORTUNITY	POLICY AREA	FY 1994 CONGRESSIONAL PRESENTATION LEVEL	
		100%	75%
1. Community Based Initiatives in Health			
	Health	1,920	1,440
	Population	250	188
	Economic Growth	750	562
2. Increased Access to Family Planning			
	Population	380	285
	Economic Growth	60	45
3. Improved Governance & Enabling Environment			
	Democracy Transparency Accountability	620	465
	Economic Growth	520	390
<b>TOTAL</b>		14,800	11,100

**FY 1995 ANNUAL BUDGET SUBMISSION  
NEW PROJECT NARRATIVE - FY 1994**

A. Project Title and Number : Private Initiatives in Community Health Project Number 680-0210

B. LOP Funding: (Grant) \$3,000,000 (3 year activity, FY 1994 funding \$750,000.

C. Problem: Health care facilities and personnel in Benin tend to be concentrated in the urban areas, rather in the rural villages where the greatest need exists. Allocation of foreign assistance in the health sector in Benin is divided into four categories. Although in 1991 the lion's share of the funds were devoted to primary health care, (\$7.6 million) by contrast only \$679,000 was devoted to vaccinations and treatment or information campaigns for such other diseases as Guinea Worm, AIDS and Tuberculosis. Very little attention and few resources are targeting primary health care delivery at the village level. The Ministry of Health has responsibility for health facilities and health personnel only down to the Commune level. Village health units, where they exist, are expected to survive with local or external donor resources. Yet this is where health care needs are most acute.

D. Purpose: Through the use of community based, non-governmental organizations implement private sector social programs and improve health care delivery in Benin.

E. Preliminary Project Description. Building on USAID's previous effort in the area of village health education and the provision of potable water, the project proposes to enhance absorptive capacity through promotion of local community health and development initiatives. It is widely believed that empowering people to take responsibility for their own health is likely to stimulate community support for other socio-economic priorities. From the previous experience with the Rural Water and Sanitation Project, the new initiative would layer on those villages that have potable water and school latrines an integrated primary health component coupled with small scale income generating activities. The project would improve the health status of the villagers, contribute to development and improve the environment. It is proposed that by working with other donors on potable water development, Guinea worm eradication activities, relevant village groups, local NGOs and a USAID financed umbrella NGO would carry out the following sub activities:

- strengthen village health units by training agents in basic care and disease prevention.
- implement training programs on primary health care, hygiene, STD/AIDS awareness and immunizations.
- establish village health information and surveillance system.
- create micro-enterprises to support costs of new health services, with emphasis on improving the income of women.

- expansion of school and family latrines

The intersectoral nature of the proposed activity is key to its success.

**F. A.I. D. Policy and Bureau Section Action Plan Factors**

The proposed activity is within the purview of one of the target of opportunities that the Mission hopes to get accepted as part of the approved strategy, as well as being one of the Agency's priority areas. The project is not expected to create any bureau policy or guidance concerns. It is anticipated that the design and implementation of the activity will be performed by a contractor through a grant or contract with a U.S. based PVO. This Mission has a General Development Officer on its staff and the activity would be monitored by that office. USAID Benin management responsibility would be limited to the monitoring of the selected contractor's performance. The design could be scheduled to begin the first quarter of FY 1994 because a preliminary assessment of the sector has already been conducted. Additionally, the PVO that has expressed interest in working in the health sector in Benin has approval to work in Benin and also has Gray amendment status. They have indicated that they will submit an un-solicited proposal to implement the project. The activity is the only new start proposed for FY 1994, therefore, it should not have a negative impact on the Missions management capability.

**G. Design Schedule.** An un-solicited proposal for the project design and implementation will be submitted to USAID during early FY 1994. Mission will request delegation of authority be delegated to the field for PID and PP approval.

**FY 1995 ANNUAL BUDGET SUBMISSION  
NEW PROJECT NARRATIVE**

- A. Project Title and Number: Government Financial Management Improvement Project no 680-0211
- B. LOP Funding: (Grant) Anywhere between \$10-20 million over 5 years (depending on how much you want to spend on information systems)  
Pilot Project FY 1994 Funding: \$750,000
- C. Problem: A General Financial Assessment was recently funded by the Mission to determine the GOB's accountability environment. In particular, the financial management capability of the Ministry of Finance, the Court of Accounts and the Ministry of Education were reviewed in light of Benin's Structural Adjustment Program. Although certain legal and organizational reforms had been completed, the financial management and control capability of the GOB is, at best, very rudimentary. Many of the laws, regulations, policies and procedures are obsolete or non-existent. There is no common classification of financial transactions which enable the government to produce reliable and timely information needed in the decision making process. There is no capability for audit within the Court of Account and this group is not an independent body. The GOB has expressed a strong commitment to carry out the reforms necessary to sustain the democratic government and economic and civil sustainability. It also recognizes that because of the previous government, the organization, regulatory framework and technical capacity is not available in the government.
- D. Purpose: To assist the GOB in carrying out its 1990 National Conference agenda to "create the political and economic institutions to ensure that Benin's new democratic and economic orientation is maintained.
- E. Preliminary Project Description: The project would support the efforts of the GOB to improve its financial management capability. Good financial management enables a democratically elected government to efficiently and effectively use its public resources to service the needs of the society. It builds confidence in the government by the citizens when the government is able to identify and budget for the social programs which the country needs. Good cash management results in the government being able to pay for these programs, service its debts and meet its obligations in a timely fashion. This builds the confidence of citizens, the international community and investors. It provides transparency in that the citizens may see where the money is going, and even in cases where not all needs can be met, a better understanding of the government's priorities in meeting these needs. Transparency also provides proof that the government is using the public's resources properly and that funds are not being illegally diverted. The role of the supreme audit institution is to independently verify for the citizens, that what the government has said it has done, has been accomplished.

USAID/Benin is proposing a pilot financial management improvement which, which will

be based on the integrated financial management approach which has been initiated and adopted in other countries and is supported by A.I.D., the World Bank, the IMF and other bi-lateral and multi-lateral donors. The integrated financial management system approach is based on the integration of the budgeting, cash management, and public credit through the use of a common data base of information whose basis is the government accounting system. These subsystems are under the authority of the Executive Branch, in particular the Minister of Finance. The audit of the operations of the financial management system by the Court of Accounts provides the independent verification and acts as the "watchdog" for the Legislative Branch in monitoring the proper use of financial resources in carrying out the government's activities. The Judicial Branch provides the ability to prosecute those who break the public trust through misuse, fraud, and corruption.

The pilot project will be designed to address the short-term, immediate deficiencies identified in the General Assessment while designing the longer term project to improve financial management in Benin. In particular this will include technical assistance in drafting the regulations, policies and procedures to implement the budgeting, accounting, treasury, public debt, and internal audit decrees. The pilot project will also provide immediate training in the integrated financial management system approach to both high level non-financial executives and financial executives. Extensive training will also be provided immediately in the control and audit areas because of the tremendous lack of capacity in this area. A design for the information systems needs will also be carried out under the project so that these will be integrated into the financial management project. The role of NGOs, such as accounting associations, university associations and professors and civic interest groups will be explored and encouraged.

(I don't know how to write this in "program" language, but I think for the pilot project, A.I.D. should sign the agreement with the MoF and contract for a PSC in auditing and one in government financial management or accounting. Once the other technical assistance needs are identified, i.e. training courses and trainers, information specialist, etc., maybe an IQC for financial management services could be used.)

- G. A.I.D. Policy and Bureau Section Action Plan Factors: A.I.D.'s presence in Benin is to strengthen the country's transition to an open, free-market economy and democracy. The essential restructuring of the Beninese economy requires modernization of the public sector in order to provide transparency and accountability in financial and administrative performance which will lead to a return of confidence in the leadership and institutions of the GOB.

TABLE IV : PROJECT BUDGET DATA (U.S. \$000)

PROJECT NUMBER	FUND SRC	NPA IND	OBLIG DATE INIT/FINAL	--TOTAL COST--	OBLIG THRU FY 1991	--FY 1992 EST. OBLIG ACTIONS	EXPEND ITURES	-----FY 1993 PLANNED-----	OBLIG ACTIONS	EXPEND ITURES	YR END MORTGAGE	--FY 1994 PROP. OBLIG ACTIONS	EXPEND ITURES	FY 1995 OBLIG PROP
680-0201			BENIN RURAL WATER SUPPLY											
	HE G	PA	80 92	6,707	6,707	6,707	18							
	SS G	FA	80 92	1,975	2,775	1,425	400		400	400	800		357	
	PROJECT TOTAL:			8,682	9,482	8,132	418	0	400	400	800	0	357	0
680-0204			PROGRAM DEV AND SUPPORT											
	SS G		93 C		500			200	75	500	119		400	400
680-0205			BENIN ECONOMIC REFORM SUPPORT PRG (NPA)											
	ES G	NP	91 91	1,357	1,357	1,357	1,357							
680-0206			CHILDREN'S LEARNING & EQUITY FOUND (NPA)											
	SS G	NP	91 96	36,000	50,000	15,000	5,000	15,000	16,000	5,000	14,000	9,000	10,000	5,000
	ES G	NP	91 96	500	500		500							
	PROJECT TOTAL:			36,500	50,500	15,000	5,500	15,000	16,000	5,000	14,000	9,000	10,000	5,000
680-0208			CHILDREN'S LEARNING & EQUITY FOUND (PA)											
	SS G	PA	91 99	7,500	7,500	4,250	3,100	500			2,000	150	150	2,000
680-0209			PRIVATE INITIATIVE TO DEV. ISSUES (PIDI)											
	SS G	PA	95 98		2,700									1,000
680-0210			PRIVATE INITIATIVE IN COMMUNITY HEALTH											
	SS G	PA	94 98		6,000								2,500	
680-0211			GOV. FINANCIAL MANG. IMPROVEMENT (GFMI)											
	SS G	PA	95 98		4,000									1,000
680-0212			PRIMARY EDUCATION NGO PROGRAM (PENGOP)											
	SS G	PA	94 97		3,650								1,150	
680-ATLS			AFRICAN TRNG. FOR LEADERSHIP & SKILLS											
	SS G	PA	91 C		5,000		1,000	1,000	1,000	1,000		1,000	1,000	1,000
680-TRF1			PLANNING, POLICY, ANALYSIS											
	SS G	PA	94 98		2,800								300	50
680-TRF2			GOVERNANCE											
	SS G	PA	94 98		1,500								300	
698-0463			HUMAN RESOURCE DEV. ASSISTANCE (HRDA)											
	SS G	PA	88 95	1,305	1,200		150	1,000	700	50			300	
	REPORT TOTAL:			55,344	96,189	28,739	10,500	17,350	18,500	9,219	15,000	14,800	14,057	10,250

TABLE IV : PROJECT BUDGET DATA (U.S. \$000)

PROJECT NUMBER	FUND SRC	NPA IND	OBLIG DATE INIT/FINAL	--TOTAL COST-- AUTH PLAN	OBLIG THRU FY 1991	--FY 1992 EST.--		-----FY 1993 PLANNED-----			--FY 1994 PROP.--		FY 1995
						OBLIG ATIONS	EXPEND ITURES	OBLIG ATIONS	EXPEND ITURES	YR END MORTGAGE	OBLIG ATIONS	EXPEND ITURES	OBLIG PROP

APPROPRIATION SUMMARY

HE	0	18	0	0	0	0	0	0	0	0	0	0
SS	10,000	15,975	18,500	9,219	15,000	14,800	14,057	10,250				
ES	500	1,357	0	0	0	0	0	0				
REPORT TOTAL:	10,500	17,350	18,500	9,219	15,000	14,800	14,057	10,250				

AC/SI SUMMARY REPORT  
 (U.S. Dollars Thousands)

	% FY92	% FY93	% FY94/95	FY 1992 ESTIMATE	FY 1993 PLANNED	FY 1994 REQUEST	FY 1995 PROPOSED
PROJECT NUMBER: 680-0201      TITLE: BENIN RURAL WATER SUPPLY							
HEDD DIARRHEAL DISEASE CONTROL/ORAL REHYDRATION THERAPY							
SI CODE: CHS	100 %			110			
SI CODE: PBL	100 %			110			
SI CODE: RUR	100 %			110			
TOTAL AC CODE:	20 %			110			
HEWH WATER QUALITY HEALTH							
SI CODE: PBL	100 %			440			
SI CODE: RUR	100 %			440			
SI CODE: TIC	6 %			26			
TOTAL AC CODE:	80 %			440			
<b>PROJECT TOTAL</b>	<b>100 %</b>			<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>
PROJECT NUMBER: 680-0204      TITLE: PROGRAM DEV AND SUPPORT							
PDAS PROGRAM DEVELOPMENT AND SUPPORT							
SI CODE: PSD	100 %	100 %		150	375	300	150
SI CODE: ROR	25 %	25 %		37	93	75	37
SI CODE: RUR	100 %	100 %		150	375	300	150
SI CODE: TPU	20 %	20 %		30	75	60	30
SI CODE: WDI	10 %	10 %		15	37	30	15
TOTAL AC CODE:	75 %	75 %		150	375	300	150
PEBD BUSINESS DEVELOPMENT PROMOTION							
SI CODE: PSD	100 %	100 %		50	125	100	50
TOTAL AC CODE:	25 %	25 %		50	125	100	50
<b>PROJECT TOTAL</b>	<b>100 %</b>	<b>100 %</b>		<b>200</b>	<b>500</b>	<b>400</b>	<b>200</b>
PROJECT NUMBER: 680-0206      TITLE: CHILDREN'S LEARNING & EQUITY FOUND (NPA)							
EDEC BASIC EDUCATION FOR CHILDREN							
TOTAL AC CODE:	100 %	100 %	100 %	5,500	16,000	9,000	5,000
<b>PROJECT TOTAL</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>5,500</b>	<b>16,000</b>	<b>9,000</b>	<b>5,000</b>

BENIN (680)  
 FY 1994 ANNUAL BUDGET SUBMISSION

TABLE V : PROPOSED PROGRAM RANKING

RANK	PROJECT	TITLE	PROGRAM FUNDING (\$000)	
			APPROP	INCR
MCC LEVEL				
	680-0204	PROGRAM DEV AND SUPPORT	SS	400
	680-0206	CHILDREN'S LEARNING & EQUITY FOUND (NPA)	SS	9,000
		TOTAL MCC REQUEST		9,400
INCREMENT LEVEL				
	680-0210	PRIVATE INITIATIVE IN COMMUNITY HEALTH	SS	2,500
	680-0212	PRIMARY EDUCATION NGO PROGRAM (PENGOP)	SS	1,150
	680-TRF1	PLANNING, POLICY, ANALYSIS	SS	300
	680-TRF2	GOVERNANCE	SS	300
2	680-0208	CHILDREN'S LEARNING & EQUITY FOUNDA (PA)	SS	150
4	680-ATLS	AFRICAN TRNG. FOR LEADERSHIP & SKILLS	SS	1,000
		TOTAL INCREMENT REQUEST		5,400
		TOTAL REQUEST		14,800

BENIN (580)  
FY 1994 ANNUAL BUDGET SUBMISSION

TABLE XI : PL480 TITLE III

(Dollars in Millions, Tonnage in Thousands)

	ESTIMATED FY 1992		PROPOSED FY 1993		REQUESTED FY 1994	
	\$	MT	\$	MT	\$	MT
TOTAL	0.0	0.0	0.0	0.0	0.0	0.0

BENIN (680)  
FY 1994 ANNUAL BUDGET SUBMISSION

TABLE XIII PL480 TITLE II

SPONSOR NAME: CATHOLIC RELIEF SERVICES - UBSC

A. MATERNAL AND CHILD HEALTH

NUMBER OF RECIPIENTS (000)	COMMODITY		(THOUSANDS)	
			KG	DOLLARS
50.0	CORNMEAL	\$181/MTN	1,200.0	186.0
50.0	VEG OIL	\$816/MTN	594.0	434.3
50.0	MSB (WHEAT-SOY-BLEND)	\$251/MTN	1,200.0	510.4
	TOTAL MATERNAL AND CHILD HEALTH		2,994.0	1,130.7

B. SCHOOL FEEDING

NUMBER OF RECIPIENTS (000)	COMMODITY		(THOUSANDS)	
			KG	DOLLARS
7.0	CORNMEAL	\$181/MTN	280.0	43.4
7.0	VEG OIL	\$816/MTN	65.0	50.9
7.0	MSB (WHEAT-SOY-BLEND)	\$251/MTN	140.0	60.4
	TOTAL SCHOOL FEEDING		485.0	154.7

C. OTHER CHILD FEEDING

NUMBER OF RECIPIENTS (000)	COMMODITY		(THOUSANDS)	
			KG	DOLLARS
2.0	CORNMEAL	\$181/MTN	96.0	14.9
2.0	VEG OIL	\$816/MTN	22.0	17.2
2.0	MSB (WHEAT-SOY-BLEND)	\$251/MTN	48.0	20.7
	TOTAL OTHER CHILD FEEDING		166.0	52.8

D. FOOD FOR WORK

E. MONETIZATION

NUMBER OF RECIPIENTS (000)	COMMODITY		(THOUSANDS)	
			KG	DOLLARS
43.0	WHEAT	\$170/MTN	2,000.0	276.0
	TOTAL MONETIZATION		2,000.0	276.0

F. GENERAL RELIEF

NUMBER OF RECIPIENTS	COMMODITY		(THOUSANDS)	
			KG	DOLLARS

(000)

4.0	CORN	\$ 36/MIN	192.0	29.8
4.0	VEGGIIL	\$816/MIN	44.0	38.5
4.0	WES (WHEAT-SOY-BLEND)	\$251/MIN	56.0	41.5
	TOTAL GENERAL RELIEF		332.0	109.8

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BENIN (480)  
FY 1994 ANNUAL BUDGET SUBMISSION

TABLE XIII. PL480 TITLE II

G. OTHER

TOTAL P.19

AC/SI SUMMARY REPORT  
 (U.S. Dollars Thousands)

	% FY92	% FY93	% FY94/95	FY 1992 ESTIMATE	FY 1993 PLANNED	FY 1994 REQUEST	FY 1995 PROPOSED
PROJECT NUMBER: 680-0208 TITLE: CHILDREN'S LEARNING & EQUITY FOUNDA (PA)							
EDEC BASIC EDUCATION FOR CHILDREN							
TOTAL AC CODE:	100 %	100 %	100 %	3,100		150	2,000
PROJECT TOTAL	100 %	100 %	100 %	3,100	0	150	2,000
PROJECT NUMBER: 680-0209 TITLE: PRIVATE INITIATIVE TO DEV. ISSUES (PIDI)							
PROJECT TOTAL				0	0	0	0
PROJECT NUMBER: 680-0210 TITLE: PRIVATE INITIATIVE IN COMMUNITY HEALTH							
PROJECT TOTAL			0 %	0	0	0	0
PROJECT NUMBER: 680-0211 TITLE: GOV. FINANCIAL MANAG. IMPROVEMENT (GFMI)							
PROJECT TOTAL				0	0	0	0
PROJECT NUMBER: 680-0212 TITLE: PRIMARY EDUCATION NGO PROGRAM (PENGOP)							
PROJECT TOTAL			0 %	0	0	0	0
PROJECT NUMBER: 680-ATLS TITLE: AFRICAN TRNG. FOR LEADERSHIP & SKILLS							
EDID HUMAN RESOURCE DEVELOPMENT FOR INDIVIDUALS							
TOTAL AC CODE:	100 %	100 %	100 %	1,000	1,000	1,000	1,000
PROJECT TOTAL	100 %	100 %	100 %	1,000	1,000	1,000	1,000
PROJECT NUMBER: 680-TRF1 TITLE: PLANNING, POLICY, ANALYSIS							
PROJECT TOTAL			0 %	0	0	0	0
PROJECT NUMBER: 680-TRF2 TITLE: GOVERNANCE							
PROJECT TOTAL			0 %	0	0	0	0
PROJECT NUMBER: 698-0463 TITLE: HUMAN RESOURCE DEV. ASSISTANCE (HRDA)							
PROJECT TOTAL	0 %	0 %	0 %	0	0	0	0
REPORT TOTAL				10,350	17,500	16,550	8,200

**FY 1995 PROGRAM BY STRATEGIC OBJECTIVE (\$000)**

I. STRATEGIC OBJECTIVE  PROPOSED	POLICY AREA	BASE: 100 FY 1994 CP LEVEL					
		50% of BASE		75% of BASE		100% of BASE	
		Ongoing	New	Ongoing	New	Ongoing	New
<b>1. Promote the establishment of a basic education system which is effective, efficient, equitable and sustainable</b>							
	Economic Growth	2,500	0	3,090	0	3,200	0
	Democratization	2,500	0	3,090	0	3,200	1,000
	Health	1,000	0	1,545	0	1,700	0
II. TARGETS OF OPPORTUNITY (PROPOSED)	POLICY AREA	BASE: 100 of CP LEVEL					
		50% OF BASE		75% of BASE		100% of BASE	
		Ongoing	New	Ongoing	New	Ongoing	New
<b>1. Community Based Initiatives in Health</b>							
	Health	420	0	1440	0	2,040	1,500
	Population	0	0	188	0	570	0
	Economic Growth	0	0	562	0	1,000	0
<b>2. Increased Access to Family Planning</b>							
	Population	140	0	285	0	210	0
	Economic Growth	0	0	45	0	160	0
<b>3. Improved Governance &amp; Enabling Environment</b>							
	Democracy Transparency Accountability	280	0	465	0	1,360	1,000
	Economic Growth	560	0	390	0	1,560	1,500
<b>TOTAL</b>		<b>7,400</b>	<b>0</b>	<b>11,100</b>	<b>0</b>	<b>14,800</b>	<b>0</b>

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**FY 1995 Annual Budget Submission  
New Project Narrative**

- A. **Project Title and Number:** Private Initiatives in Development Issues (PIDI) 680-0209
- B. **LOP Funding:** (Grant) \$5,000,000 (5-year Activity)
- C. **Problem:** The complete change-over from a Marxist-Leninist government to a democracy and the economic collapse engendered a strong demand within Beninese society for re-establishment of basic social services. The need to transfer a greater amount of the initiative and responsibility for such social efforts from the government to self-help has been a difficult. At the same time, a large number of Non-Governmental groups has arisen to address many of the most pressing social questions, but they have little experience or managerial capacity.
- E. **Purpose:** To strengthen newly established Non-Governmental organizations' ability to provide key socio-economic services.
- F. **Preliminary Project Description:** The project would support the establishment of a number of initiatives and activities designed to give promising local NGOs the technical, organizational and administrative capacity to: (a) implement the various components of their programs in the future; (b) carry out their respective roles as voices for improvements within Beninese society within their areas of interest.

The project would extend over six years. Comprehensive training for select NGO staff would be conducted in areas such as fund raising, marketing, leadership, strategic planning, team building, organizational issues, and utilization of basic management information systems.

Training would be conducted both in Benin (via technical assistance) and in the U.S. or third countries. The objective of the training would be to enable NGO staffs to carry out program activities and to assist NGO staff in identifying opportunities for expansion of their activities.

Some of the activities that would be considered are: (a) establishment of linkages with different partners in private associations and within the private sector; (b) development of incentive packages and marketing strategies to raise interest in NGO activities; (c) democratic initiatives programs; (d) strengthening national educational policies and programs; (e) strengthening the role of women in Benin's development; (f) selected basic health issues, particularly sustaining a rural water delivery system; and (g) family planning.

The A.I.D. contribution to the project would be channeled through Cooperative Agreements first to a U.S. non-profit organization or an 8A contractor and subsequently to local Beninese NGOs. The nature of such grants is discussed in A.I.D. Handbook 1.

- G. A.I.D. Policy and Bureau Section Action Plan Factors: A.I.D.'s presence in Benin is to strengthen the country's transition to an open, free-market economy and democracy. The essential restructuring on the Beninese economy require both cut-backs in government-sponsored programs yet improvements in social services at the grass-roots. A.I.D. policy has been that NGOs can play a vital role in providing vital social services at the grass-roots levels and promote an indigenous self-help approach to economic and social problem-solving.
- H. Design Schedule: Preparation of a concepts paper, followed by a PID will occur Quarter 2 of FY 1993 with a Project Paper approved and Obligation by the First Quarter of FY 1994.

USAID/BENIN ABS SCHEDULE VIII - OE FY94

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USAID/BENIN

EXPENSE CATEGORY	FUNC. CODE	FY94 OE DOLS (100%)	FY 94 \$ (000's)	FY94 OE DOLS (75%)	FY 94 \$ (000's)	FTE'S
U.S. DIRECT HIRE	U100	96,575	95.6	96,575	95.6	4.83
OTHER MISSION FUNDED CODE 11	108	0	0.0	0	0.0	
* EDUCATION ALLOWANCES	106	2,000	2.0	2,000	2.0	
COST OF LIVING ALLOWANCES	108	38,575	38.6	38,575	38.6	
* OTHER MISSION FUNDED CODE 12	110	0	0.0		0.0	
* POST ASSIGNMENT - TRAVEL	111	0	0.0	0	0.0	
* POST ASSIGNMENT - FREIGHT	112	0	0.0	0	0.0	
* HOME LEAVE - TRAVEL	113	7,500	7.5	7,500	7.5	
* HOME LEAVE - FREIGHT	114	12,000	12.0	12,000	12.0	
EDUCATIONAL TRAVEL	115	0	0.0	0	0.0	
* R AND R TRAVEL	116	25,500	25.5	25,500	25.5	
* OTHER CODE 215 TRAVEL	117	10,000	10.0	10,000	10.0	
FOREIGN NATIONAL DIRECT HIRE	U200	0	0.0	0	0.0	
BASIC PAY	201	0	0.0	0	0.0	
OVERTIME, HOLIDAY PAY	202	0	0.0	0	0.0	
ALL OTHER CODE 11 - FN	203	0	0.0	0	0.0	
ALL OTHER CODE 12 - FN	204	0	0.0	0	0.0	
BENEFITS FORMER FN PERSONNEL	205	0	0.0	0	0.0	
CONTRACT PERSONNEL	U300	527,731	527.7	456,532	456.5	
U.S. PSC - SALARY/BENEFITS	302	60,340	60.3	60,340	60.3	2.17
ALL OTHER U.S. PSC COSTS	303	17,009	17.0	17,009	17.0	
F.N. PSC - SALARY/BENEFITS	304	429,577	429.6	358,378	358.4	43.00
* ALL OTHER F.N. PSC COSTS	305	20,205	20.2	20,205	20.2	
MANPOWER CONTRACTS	306	0	0.0	0	0.0	
HOUSING	U400	250,038	250.0	208,269	208.3	
* RESIDENTIAL RENT	401	37,745	37.7	37,745	37.7	
RESIDENTIAL UTILITIES	402	105,909	105.9	105,909	105.9	
MAINTENANCE AND RENOVATION	403	75,000	75.0	40,000	40.0	
QUARTERS ALLOWANCES	404	0	0.0	0	0.0	
SECURITY GUARD SERVICES	407	30,083	30.1	23,315	23.3	5.00
OFFICIAL RESIDENCE ALLOWANCES	408	800	0.8	800	0.8	
REPRESENTATION ALLOWANCES	409	500	0.5	500	0.5	

## USAID/BENIN ABS SCHEDULE VIII - OE FY94

## USAID/BENIN

EXPENSE CATEGORY	FUNC. CODE	FY94 OE DOLS (100%)	FY 94 \$ (000's)	FY94 OE DOLS (75%)	FY 94 \$ (000's)	FTE'S
<b>OFFICE OPERATIONS</b>	<b>U500</b>	<b>639,158</b>	<b>639.2</b>	<b>522,124</b>	<b>522.1</b>	
OFFICE RENT	501	48,327	48.3	48,327	48.3	
OFFICE UTILITIES	502	57,589	57.6	57,589	57.6	
* OFFICE RENOVATIONS/MAINT	503	10,000	10.0	10,000	10.0	
* FURN/EQUIP/VEHICLE REPAIR	508	20,000	20.0	20,000	20.0	
COMMUNICATIONS	509	84,600	84.6	84,600	84.6	
OFFICE GUARD SERVICES	510	30,089	30.1	23,315	23.3	5.00
PRINTING	511	1,000	1.0	1,000	1.0	
SITE VISITS-MISSION PERSONNEL	513	19,450	19.5	14,280	14.3	
SITE VISITS-AID/W PERSONNEL	514	25,320	25.3	20,400	20.4	
INFORMATION MEETINGS	515	0	0.0	0	0.0	
TRAINING ATTENDANCE	516	85,322	85.3	25,061	25.1	
CONFERENCE ATTENDANCE	517	20,500	20.5	20,500	20.5	
OTHER OPERATIONAL TRAVEL	518	0	0.0	0	0.0	
SUPPLIES AND MATERIALS	519	45,600	45.6	45,600	45.6	
FAAS	520	120,000	120.0	120,000	120.0	
TRANSPORTATION/FREIGHT ALL U500	528	11,400	11.4	11,400	11.4	
ALL OTHER CODE 25	599	59,984	60.0	20,092	20.1	
<b>PROCUREMENT</b>	<b>U600</b>	<b>157,500</b>	<b>157.5</b>	<b>0</b>	<b>0.0</b>	
VEHICLES	601	30,000	30.0	0	0.0	
RESIDENTIAL FURNITURE	602	0	0.0	0	0.0	
RESIDENTIAL EQUIPMENT	603	0	0.0	0	0.0	
OFFICE FURNITURE	604	5,000	5.0	0	0.0	
OFFICE EQUIPMENT	605	5,000	5.0	0	0.0	
OTHER EQUIPMENT	606	2,000	2.0	0	0.0	
ADP HARDWARE PURCHASES	607	90,000	90.0	0	0.0	
ADP SOFTWARE PURCHASES	608	15,000	15.0	0	0.0	
TRANS/FREIGHT - ALL U 600	609	10,500	10.5	0	0.0	
<b>TOTAL FY93 OE REQUIREMENTS</b>		<b>1,670,000</b>	<b>1,670.0</b>	<b>1,282,500</b>	<b>1,282.5</b>	
Less FAAS	520	120,000		120,000		
<b>NET FY93 OE REQUIREMENTS</b>		<b>1,550,000</b>		<b>1,162,500</b>		

## USAID/BENIN 94ABS - OE FY1995

## USAID/BENIN

EXPENSE CATEGORY	FUNC. CODE	FY95 OE 100% DOLLARS	FY 95 \$ (000's)	FY95 OE 75% DOLLARS	FY 95 \$ (000's)	FTE'S
U.S. DIRECT HIRE	U100	106,720	106.7	106,720	105.7	4.62
OTHER MISSION FUNDED CODE 11	105	0	0.0	0	0.0	
* EDUCATION ALLOWANCES	106	2,000	2.0	2,000	2.0	
COST OF LIVING ALLOWANCES	108	37,220	37.2	37,220	37.2	
* OTHER MISSION FUNDED CODE 12	110	0	0.0		0.0	
* POST ASSIGNMENT - TRAVEL	111	0	0.0	0	0.0	
* POST ASSIGNMENT - FREIGHT	112	0	0.0	0	0.0	
* HOME LEAVE - TRAVEL	113	20,000	20.0	20,000	20.0	
* HOME LEAVE - FREIGHT	114	32,000	32.0	32,000	32.0	
EDUCATIONAL TRAVEL	115	0	0.0	0	0.0	
* R AND R TRAVEL	116	4,500	4.5	4,500	4.5	
* OTHER CODE 215 TRAVEL	117	10,000	10.0	10,000	10.0	
FOREIGN NATIONAL DIRECT HIRE	U200	0	0.0	0	0.0	
BASIC PAY	201	0	0.0	0	0.0	
OVERTIME, HOLIDAY PAY	202	0	0.0	0	0.0	
ALL OTHER CODE 11 - FN	203	0	0.0	0	0.0	
ALL OTHER CODE 12 - FN	204	0	0.0	0	0.0	
BENEFITS FORMER FN PERSONNEL	205	0	0.0	0	0.0	
CONTRACT PERSONNEL	U300	569,799	569.8	475,861	475.9	
U.S. PSC - SALARY/BENEFITS	302	65,414	65.4	49,059	49.1	2.17
ALL OTHER U.S. PSC COSTS	303	17,809	17.8	17,809	17.8	
F.N. PSC - SALARY/BENEFITS	304	464,116	464.1	394,088	394.1	43.00
* ALL OTHER F.N. PSC COSTS	305	22,460	22.4	14,905	14.9	
MANPOWER CONTRACTS	306	0	0.0	0	0.0	
* HOUSING	U400	265,002	265.0	245,872	245.9	
* RESIDENTIAL RENT	401	101,018	101.0	96,655	96.7	
RESIDENTIAL UTILITIES	402	105,909	105.9	105,909	105.9	
MAINTENANCE AND RENOVATION	403	25,000	25.0	15,000	15.0	
QUARTERS ALLOWANCES	404	0	0.0	0	0.0	
SECURITY GUARD SERVICES	407	31,775	31.8	27,009	27.0	5.00
OFFICIAL RESIDENCE ALLOWANCES	408	800	0.8	800	0.8	
REPRESENTATION ALLOWANCES	409	500	0.5	500	0.5	

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## USAID/BENIN 94488 - OE FY1996

## USAID/BENIN

EXPENSE CATEGORY	FUNC. CODE	FY95 OE 100% DOLLARS	FY 95 \$ (000's)	FY95 OE 75% DOLLARS	FY 95 \$ (000's)	FTE'S
<u>OFFICE OPERATIONS</u>	U500	575,488	575.5	395,047	395.0	
OFFICE RENT	501	48,327	48.3	48,327	48.3	
OFFICE UTILITIES	502	63,326	63.3	63,326	63.3	
* OFFICE RENOVATIONS/MAINT	503	10,500	10.5	10,500	10.5	
* FURN/EQUIP/VEHICLE REPAIR	508	21,000	21.0	21,000	21.0	
COMMUNICATIONS	509	93,000	93.1	88,830	88.8	
OFFICE GUARD SERVICES	510	31,775	31.8	27,000	27.0	5.00
PRINTING	511	1,000	1.0	1,000	1.0	
SITE VISITS-MISSION PERSONNEL	513	20,930	20.9	0	0.0	
SITE VISITS-AID/W PERSONNEL	514	29,000	29.0	0	0.0	
INFORMATION MEETINGS	515	0	0.0	0	0.0	
TRAINING ATTENDANCE	516	50,968	51.0	0	0.0	
CONFERENCE ATTENDANCE	517	26,000	26.0	0	0.0	
OTHER OPERATIONAL TRAVEL	518	0	0.0	0	0.0	
SUPPLIES AND MATERIALS	519	47,880	47.9	47,880	47.9	
FAAS	520	60,000	60.0	60,000	60.0	
TRANSPORTATION/FREIGHT ALL U500	528	11,970	12.0	11,970	12.0	
ALL OTHER CODE 25	599	59,734	59.7	15,205	15.2	
<u>PROCUREMENT</u>	U600	94,000	94.0	0	0.0	
VEHICLES	601	0	0.0	0	0.0	
RESIDENTIAL FURNITURE	602	10,000	10.0	0	0.0	
RESIDENTIAL EQUIPMENT	603	6,000	6.0	0	0.0	
OFFICE FURNITURE	604	3,000	3.0	0	0.0	
OFFICE EQUIPMENT	605	12,000	12.0	0	0.0	
OTHER EQUIPMENT	608	25,000	25.0	0	0.0	
ADP HARDWARE PURCHASES	607	15,000	15.0	0	0.0	
ADP SOFTWARE PURCHASES	608	9,000	9.0	0	0.0	
TRANS/FREIGHT - ALL U 600	608	14,000	14.0	0	0.0	
TOTAL FY95 OE COSTS		1,610,000	1,610.0	1,222,500	1,222.5	
Less FAAS	520	60,000		60,000		
TOTAL FY95 OE REQUEST		1,550,000		1,162,500		

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BENIN

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