

PD-ABR-338

101003



Rwanda:

**the USAID
Program
Realignment**

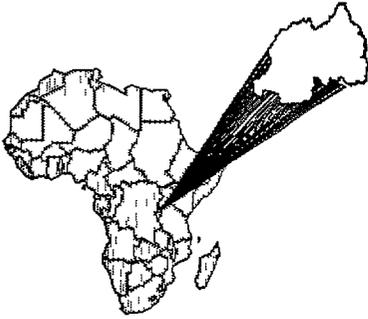
**April-July
1994**

This notebook details the key steps USAID/Rwanda has taken to realign the program in Rwanda. It is intended to be a summary of positions, decisions and commitments made so that those who must make further decisions on the Rwanda program after all the current USAID/Rwanda American staff, i.e., institutional memory, have departed, can do so in an informed manner.

The supporting files referred to in this notebook can be found in AFR/EA/RB.

DWD

Sept 7/10/94



Rwanda Program Realignment

Contents

General Category

Specific Topic and Sub-topics

Contents

FY 1995 CP Summary of Program and Budget

Map of Rwanda (June 1994)

add

- non-recognition
- WOH - departure
- Jan - and file
- Skhyn... out
- LSGA

CROSS-CUTTING POSITIONS AND DECISIONS

General Realignment Principles

- o Information Memorandum to AA/AFR summarizing general decisions
- o Paper presenting USAID/Rwanda's proposed realignment principles (with attachments)
- o Post-July 31, 1994 USAID/Rwanda Management Plan
- o Rwanda-Burundi Humanitarian Emergencies a Sub-regional Approach
- o Rechannelling USAID/Rwanda OYB into Humanitarian Assistance

Contract Management

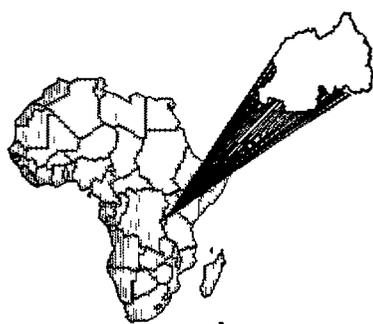
- o Transfer of USAID/Rwanda Contract Administration to REDSO/ESA RCO
- o USAID/W Management

Participant Training Decisions and Positions

Commodities -- Projects

- o Meetings with Contractors, formats, and procedures for inventories, the receipt thereof, commodity disposition
- o sample letters, inventories, and agendas of meetings

2/10/97



Rwanda Program Realignment

Contents

General Category
Specific Topic and Sub-topics

Contents

FY 1995 CP Summary of Program and Budget

Map of Rwanda (June 1994)

CROSS-CUTTING POSITIONS AND DECISIONS

General Realignment Principles

- o Information Memorandum to AA/AFR summarizing general decisions
- o Paper presenting USAID/Rwanda's proposed realignment principles (with attachments)
- o Post-July 31, 1994 USAID/Rwanda Management Plan
- o Rwanda-Burundi Humanitarian Emergencies a Sub-regional Approach
- o Rechannelling USAID/Rwanda OYB into Humanitarian Assistance

Contract Management

- o Transfer of USAID/Rwanda Contract Administration to REDSO/ESA RCO
- o USAID/W Management

Participant Training Decisions and Positions

Commodities -- Projects

- o Meetings with Contractors, formats, and procedures for inventories, the receipt thereof, commodity disposition
- o sample letters, inventories, and agendas of meetings

Deobligations of DFA

Leases

Household Effects (HHE)

- o Staff
- o Contractors, Cooperative Agreement Recipients, and Grantees

STAFF

Direct Hire (USDH) Staff

- o Names, Positions, and Current Locations
- o Status of EERs
- o Memo fm A/DIR to FA/AS/TTTM on Potential Eligible USDH Claimants for Lost Household Effects

Foreign Service National Staff (FSN)

- o Names, Positions, and Last Known Locations
- o Support for FSN Staff
- o General Letters to FSN Staff
- o Skills of FSN Staff

PROJECTS AND PROGRAMS

[Note Each section on a project/program has a (i) summary status sheet, (ii) copy of the last PIR, and (iii) key documents, and (iv) a separate notebook and files containing relevant documents]

Participant Trainees

- o Memos summarizing the status of each participant
- o Note listing actions taken as of July 6, 1994
- o List of Key Contacts for Participant Training Issues
- o List of Participant Trainees by Contractor

HRDA

ATLAS

Project Democratic Initiatives and Governance, 696-0133

Project/Program Policy Reform Initiatives in Manufacturing and Employment (PRIME), 696-0127

BUDGETS (DFA and OE)

DFA

- o Pipelines for Projects and Programs (summary)
- o Deob-reobs
- o Clean-Up Issues

OE

- o FY 1994
- o FY 1995

SUPPORT OFFICE OPERATIONS

Controller

- o Organization and management of CONT operations during the evacuation
- o Post August 31, 1994 Management of USAID/Rwanda Controller affairs (e-mails and memos)

Executive Office

- o Memo on actions taken and being taken by EXO in preparation for USAID's return to Kigali
- o Post-July 31, 1994 Management of USAID/Rwanda EXO Operations
- o

Emergency Program Support

- o
- o

OTHER

STATE Action Memos on Ordered Departure

Hot Sheets

RWANDA

FY 1995 SUSTAINABLE DEVELOPMENT REQUEST \$19,264,000

With the signing of a Peace Accord in August 1993, Rwanda's costly three-year civil war ended. The arrival of the United Nations military observer force in October 1993 helped launch the complex processes of creating a new multi-party government which includes the rebels, demobilizing 30,000 soldiers, reinstalling 380,000 Rwandans displaced by the fighting and an undetermined number of exiled Rwandans, and preparing for democratic elections. Political and economic liberalization begun in 1990 continues, and remains Rwanda's best prospect for addressing its economic development problems, currently complicated by the presence of 270,000 Burundian refugees and significant drought conditions in parts of the country.

USAID SUSTAINABLE DEVELOPMENT GOALS AND MISSION STRATEGIC OBJECTIVES (MSOs)

BROAD-BASED ECONOMIC GROWTH

INCREASING COMMERCIAL OUTPUT BY MEDIUM AND SMALLER-SCALE ENTERPRISES Rwanda's negative agricultural growth through the 1980s indicates that private sector generation of off-farm employment is the only solution to Rwanda's dilemma. The informal sector and medium and smaller-scale enterprises, encompassing both manufacturing and services, offer the best opportunity for sustained growth. This MSO builds upon USAID's long involvement in the cooperative and small enterprise sector. Using a new umbrella project, funds are being channelled to Rwandan and American nongovernmental organizations (NGOs) to assist the further development of cooperatives, associations and smaller entrepreneurs to increase employment and income.

REDUCING POPULATION GROWTH

INCREASING THE USE OF MODERN CONTRACEPTIVES Over-population is Rwanda's most pervasive problem. The country already has the highest population density in Africa, with over 90% of the people living on farms whose average size is a hectare. Since 1981, USAID has been the most active donor in the population and family planning services sector. As part of the 1991 Country Program Strategic Plan, USAID focused its population portfolio on both the supply and demand side of family planning and reproductive health to increase the contraceptive prevalence rate.

BUILDING DEMOCRACY

INCREASING ACCOUNTABILITY OF GOVERNMENT ON SOCIAL AND ECONOMIC POLICIES With the outbreak of the civil war in 1990, political stability has been Rwanda's major problem. USAID's strategy focuses on providing Rwandans with the tools to identify, evaluate, and select principles and rules that can lead to a transparent and accountable system of democracy and governance where people understand their rights and responsibilities. A USAID project, begun in late 1993, works with the National Assembly, the media, the Government, and NGOs.

USAID MISSION RESULTS

BROAD BASED ECONOMIC GROWTH

INCREASING COMMERCIAL OUTPUT BY MEDIUM AND SMALLER SCALE ENTERPRISES According to a 1993 evaluation, USAID assistance to the national cooperative association over the past eight years has resulted in the building of a local institution that has helped cooperatives throughout Rwanda develop and has encouraged member participation. Indirectly, this MSO has supported, and is expected to continue to support, USAID's democracy MSO. Measurable indicators are being developed.

REDUCING POPULATION GROWTH

INCREASING THE USE OF MODERN CONTRACEPTIVES Family planning is where USAID has its most measurable success. Survey data show that the total fertility rate has declined from 8.5 in 1983 to 6.2 in 1992. These data now confirm Rwanda's progress toward a demographic transition. The drop in fertility is directly related to USAID activities that have helped increase the contraceptive prevalence rate from 1% in 1981 to 10% in early 1994.

BUILDING DEMOCRACY

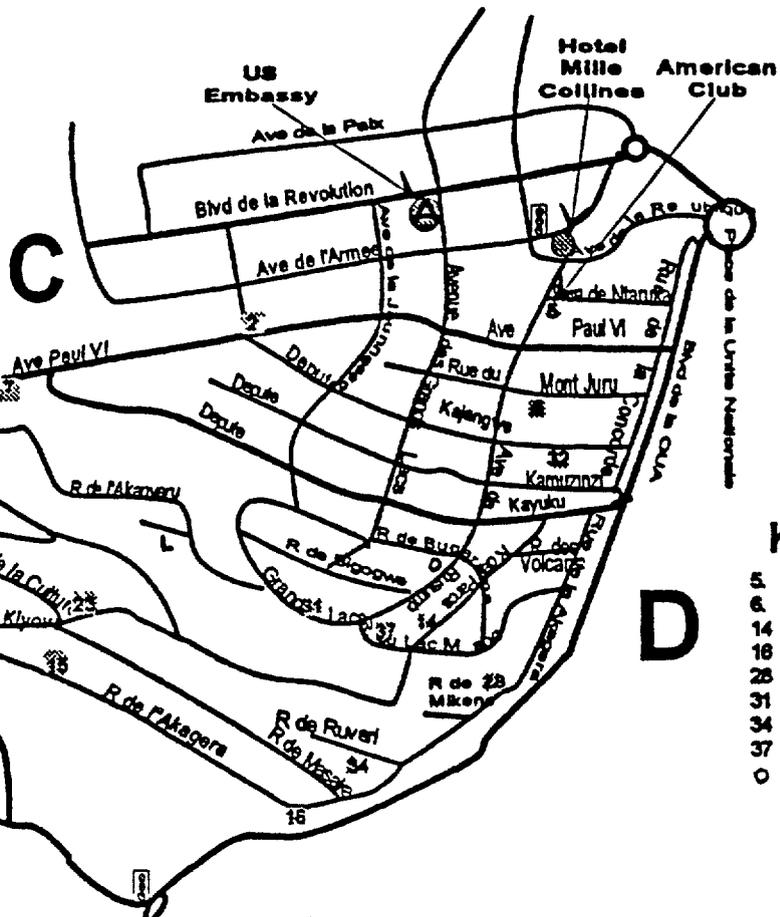
INCREASING ACCOUNTABILITY OF GOVERNMENT ON SOCIAL AND ECONOMIC POLICIES Implementation of USAID's first major project intervention in this MSO began in October 1993 with support for activities encouraging popular participation in the emerging political process.

RWANDA				
PROGRAM BUDGET				
	9/30/93			
U S Assistance (\$000)	1990	1991	1992	1993 OYB
Development Fund for Africa	11,500	38,180	19,305	3,921
Development Assistance	0	1,320	0	0
Economic Support Fund			900	0
PL 480 Title I			0	0
PL 480 Title II	123			5,337
PL 480 Title III	0			0
TOTAL	11,623	39,500	20,205	9,258
OPERATING EXPENSES				
	8/2/93			
Operating Expenses (\$000)	1990	1991	1992	1993 OYB
Mission Funded				
Dollars	1,162	1,506	1,400	1,550
Trust Fund	0	0	126	130
Sub-Total	1,162	1,506	1,526	1,680
AID/W Funded				
USDH S&B	494	610	668	0
FAAS	83	125	124	0
Sub-Total	578	734	792	0
TOTAL	1,739	2,240	2,318	1,680

Rugunga

- 2 Leader
- 7 USAID Office
- 8 Nelson
- 10 Peace Corps Office
- 15 Adams
- 23 Dr Neillisen
- 29 Reddy
- 30 Cantell
- 39 Campbell
- 40 Wallace
- 47 Gneser
- 54 French School

L. Lemay 10



Kiyovu

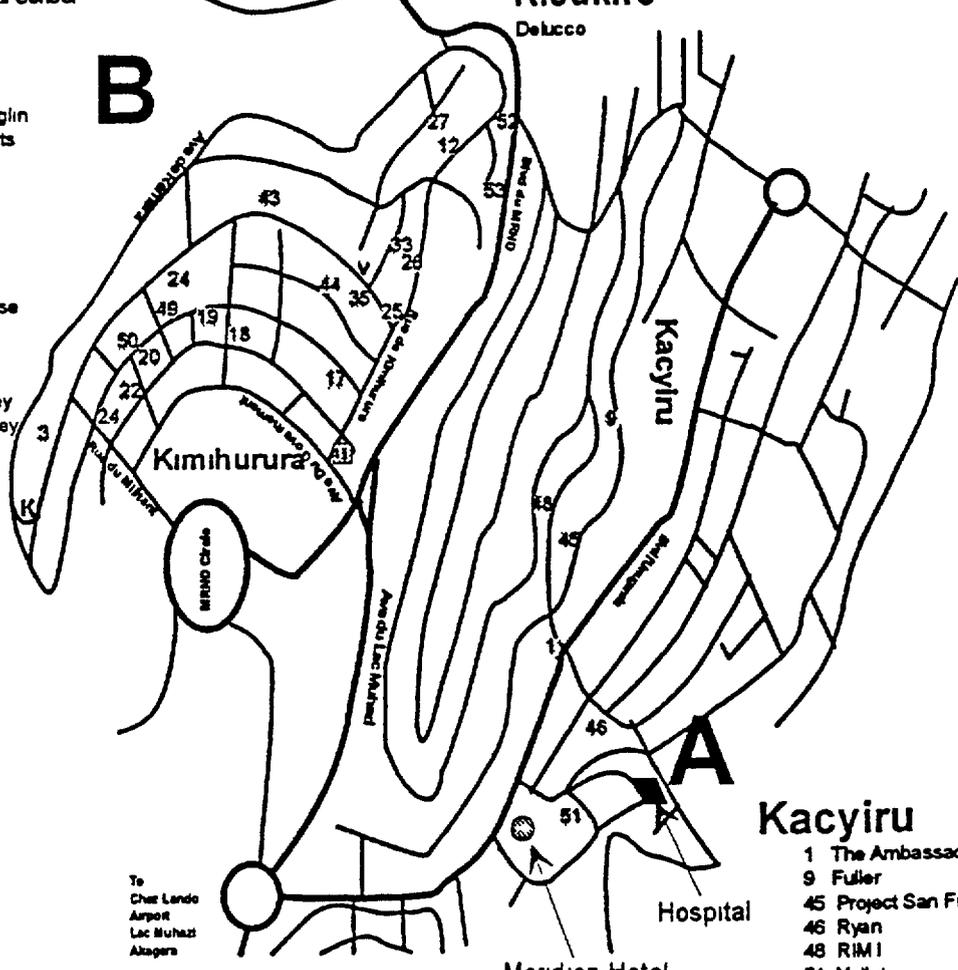
- 5 American Club
- 6 Lariv
- 14 Hegenbarth
- 18 Rufener
- 28 Martin
- 31 Douris
- 34 Kassam
- 37 Malone
- o Char.F

Kimihurura

- 3 Finley
- 11 International School
- 12 Myers
- 17 Grundman
- 18 Hemphill
- 19 Olson
- 20 Tardif-Douglin
- 22 Dick Roberts
- 24 Taylor
- 25 Dijkerman
- 26 Steen
- 27 McGowan
- 33 Kowalchek
- 35 Smith
- 43 LaFramboise
- 44 Clay
- 49 Miller
- 50 Berry
- 52 Jackie Estey
- 53 Chrs Bessey
- V VERNON
- K KANGAS-NEIMI

(Off Map) Kicukiro

Delucco



Kacyiru

- 1 The Ambassador
- 9 Fuller
- 45 Project San Francisco
- 46 Ryan
- 48 RIMI
- 51 Yellot

To
Char Lando
Airport
Lac Muhazi
Atagere

TO ALL THOSE LISTED HEREON
 SUBJECT WARDEN SYSTEM AND WALKIE - TALKIE RADIO NET

This is our warden system by area with telephone numbers and call signs. Wardens are responsible for establishing contact and informing those in their zones in cases of emergency. Wardens are given specific instructions whenever Mission management activates the Warden System.

Set your residential radios to CHANNEL 2

RADIO CHECK IS AT 07h00 - FRIDAYS - CHANNEL 2

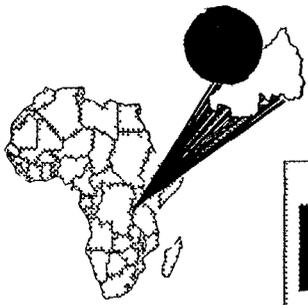
AREA ZONE	WARDEN	RESPONSIBLE FOR	TEL # / CALL SIGN
A	FULLER K (9) 84502 SIDEWINDER	AMBASSADOR RAWSON (1)	83219 / CANDY
		YELLOT (51)* [DIG 83463]	85106 / TEXAS
		PROJET SAN FRANCISCO a (45)	84188 / SUSHI
		RYAN (46) {CRS 75538}	83851 / RASCAL
		DELUCCO (36) [NRMP 74834]	82575 / DAGWOOD
<i>Assembly Point -></i>		AMBASSADOR'S RESIDENCE (1)	83219 / CANDY
B 1	OLSON P (19) 82059 ROMPER ROOM	HEMPHILL (24)*	86164 or 74791 / 3-STAR
		BERRY (50) [PVO 85656]	83461 / SAN RAFAEL
		GRUNDMAN (17)	84500 / TIC TAC
		ROBERTS (22) [ONAPO 74793]	84540 / BRONCO
		TARDIF-DOUGLIN (20) [FS2 84650]	82714 / TOUCHDOWN
		O SULLIVAN/SCIMEMI (11) KIS	84945 / ROMPER ROOM
		FINLEY (3)	83199 / PACTEN
		KAMGASNEIMI (K) [FS2 84650]	82750 / no radio
<i>Assembly Point -></i>		TAYLOR (24) [AIDSCAP 77464]	83933 / BAMA
		INTERNATIONAL SCHOOL (11)	83504 / ROMPER ROOM
B 2	KOWALCHEK K (33) 82548 PRIVATEER	DIJKERMAN (25)*	82685 / RAFF - RAFF
		STEEN (26) [AIDSCAP 77464]	82541 / VERMONT
		MCGOWAN (27)	82550 / FREE AT LAST
		SMITH (35)	84652 / STICKFARMER
		MYERS (12)	84461 / OOP!
		LAFRAMBOISE (43) {AFRICARE 76171}	83699 / no radio
		CLAY (44) [FS2 84650]	83455 / EARTHLING
		VERNON (V) {CARE 72402}	83768 / (may monitor)
		MILLER (49) [PVO 85656]	83218 / ROUGE
		PROJET SAN FRANCISCO b (~12)	83019 / 86297
		LAUGHLIN (UNK) [CRS 75538]	74948 / till June
		RILEY (3) {AFRICARE 76171}	83199 / PACTEN (temp)
		<i>Assembly Point -></i>	
C	REDDY R (29) 74957 STARTREK	GREISER (47)*	77204 / SPRINGFIELD
		LANE (6)	75632 / HONEYMOONERS
		LEADER (2)	75314 / PEACEMAKER
		DR NELISSEN (23)	73621 / NIGHTENGALE
		DR CHERIF (O) [AIDSCAP 77464]	73764 / OMAR (if Duty Dr)
		LEMAY (L) [AIDSCAP/PSI 72896]	73034 / no radio
		CANTELL (30)	74655 / ORLANDO
		CAMPBELL (39) {CARE 72402}	76513 / (may monitor)
		WALLACE (40) {CARE 72402}	74642 / no radio
		NELSON (8)	75981 / PUSSYCAT
<i>Assembly Point -></i>		AMERICAN CLUB (5)	75473 / DUGOUT
D	DOURIS L (31) 74232 SALEM	MARTIN (28)*	76728 / ROSEBUD
		AMERICAN CLUB (5)	75473 / DUGOUT
		RUFENER (16)	73501 / BLUE STAR
		ADAMS (15)	73544 / DIVA
		HEGENBARTH (14)	77228 / POPEYE
		ADDISON - MILLE COLLINES	76530 / EDMOND
		VEKEMANS - MILLE COLLINES	76530 / WATERLOO
		NURSE KASSAM (34)	76153 / MOONBEAM
		MALONE (37) {CRS 75740}	77496 / no radio
		<i>Assembly Point -></i>	

* Alternate warden for area () Denotes location on map - please turn over
 BIZIMANA GUARDS - OFFICE 73535/73881 HOME 82792 - AND ON CHANNEL 1

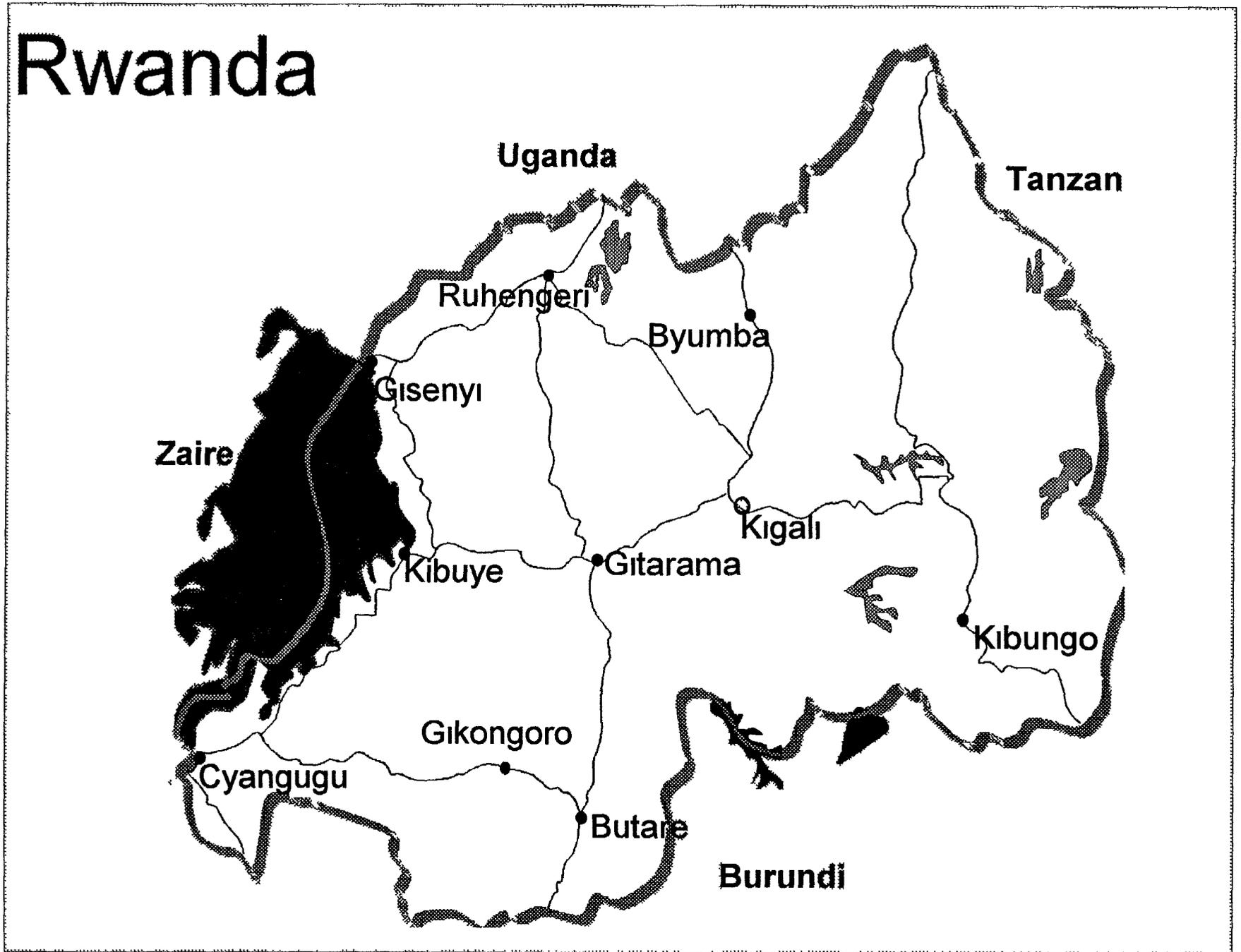
8/93
16864
|||

Rwanda



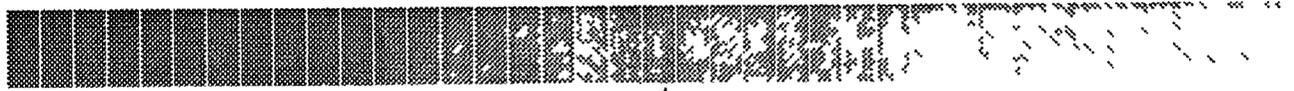


Rwanda



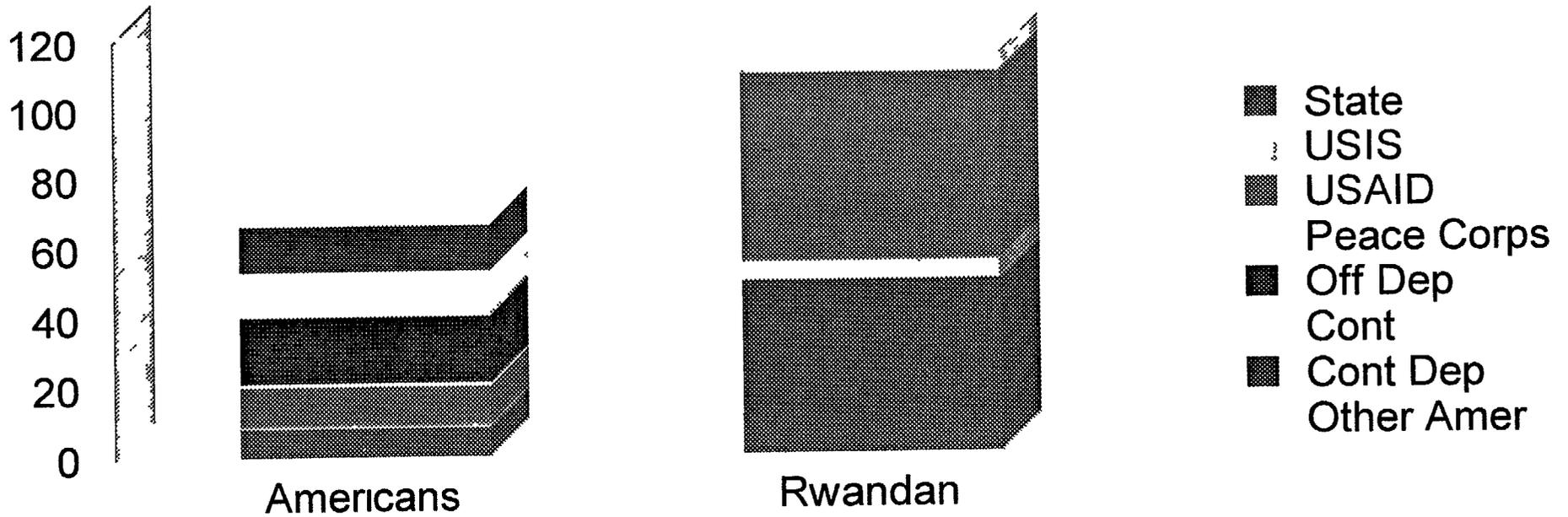
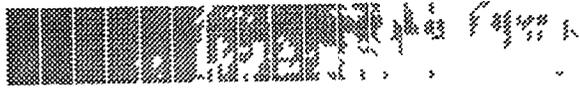


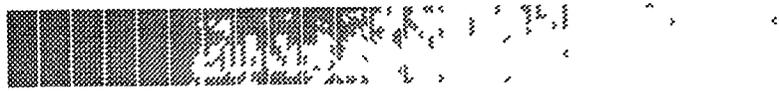
Basic Data





American Community





Democracy



Sustainable Development

- Population
- Environment

USG Contributions for Peace





The Transition Period



USAID
&
ESF

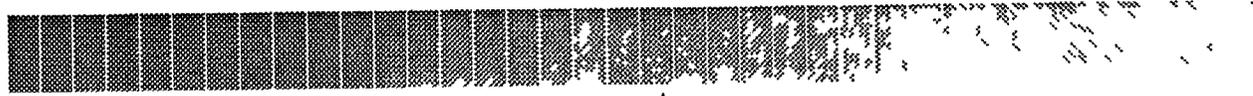
STATE
RP

USAID

18



Development Constraints

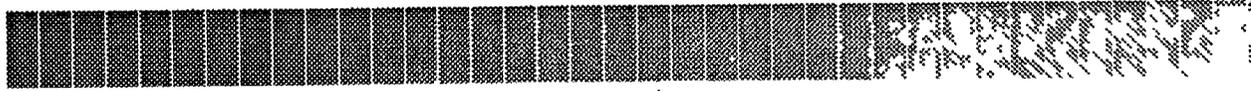


■ ***Overpopulation***





Development Program



Emergency Assistance



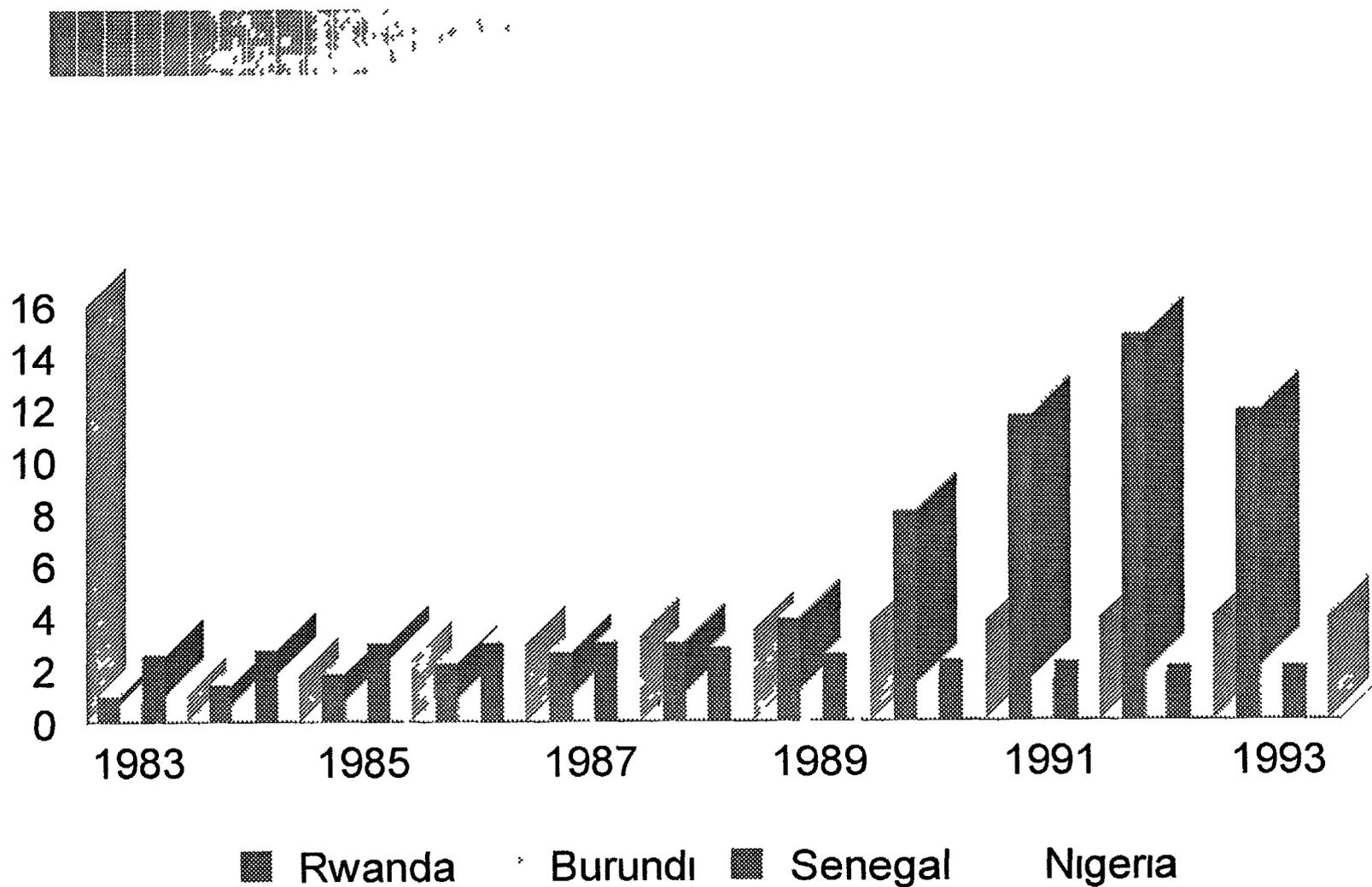
Demographic Disaster



 **Farms less than hectare**

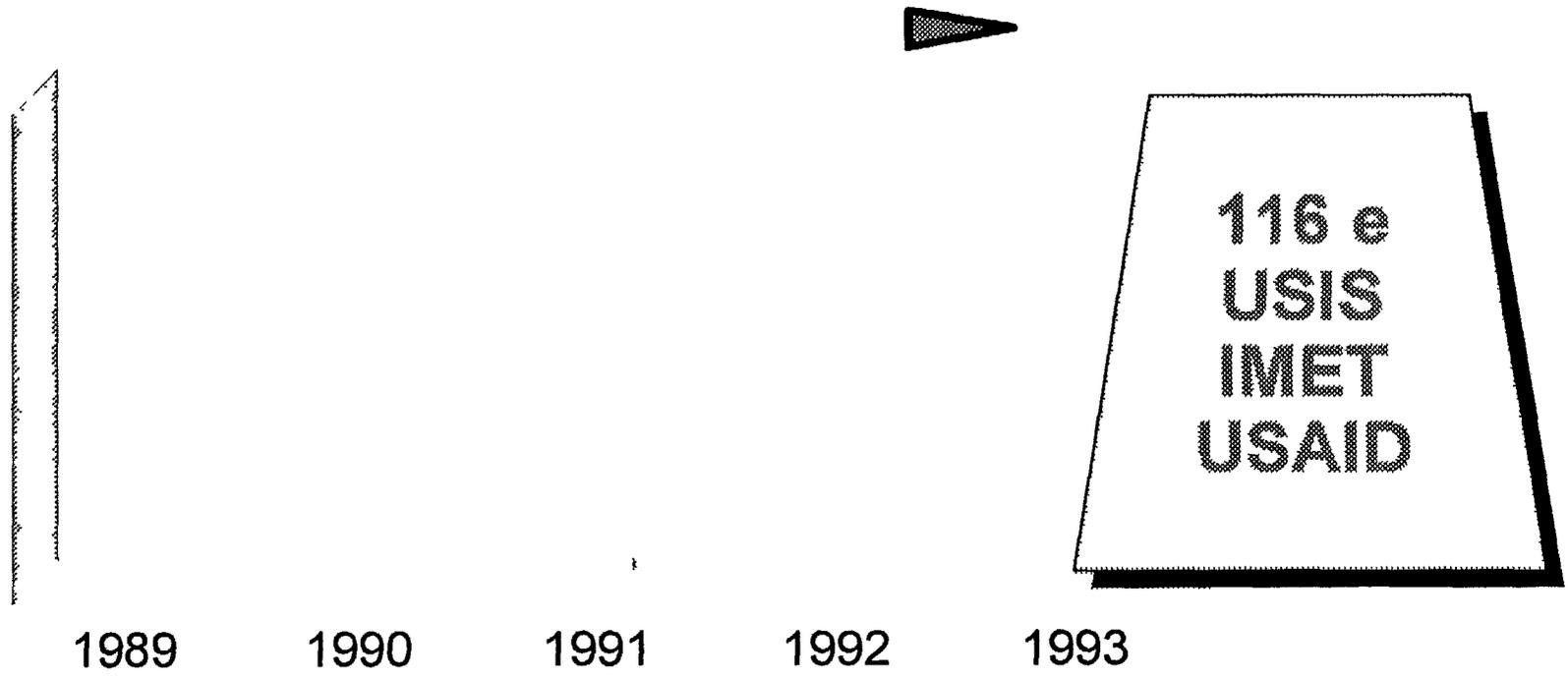
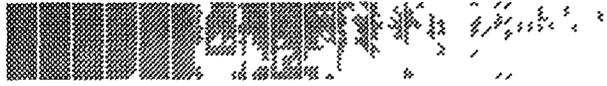


Contraceptive Prevalence



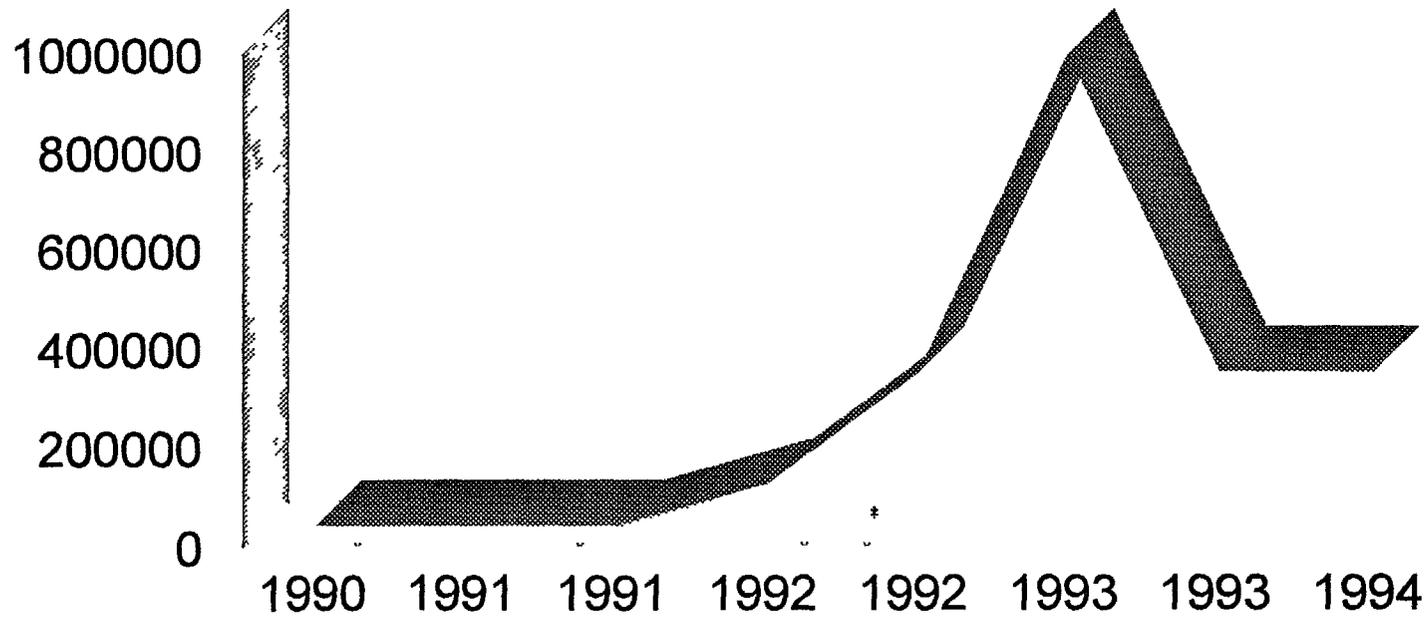
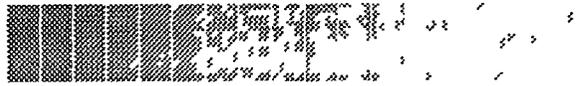


Democracy Funding



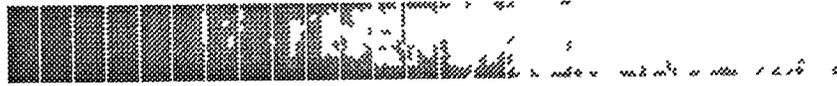


Distressed People, 1993



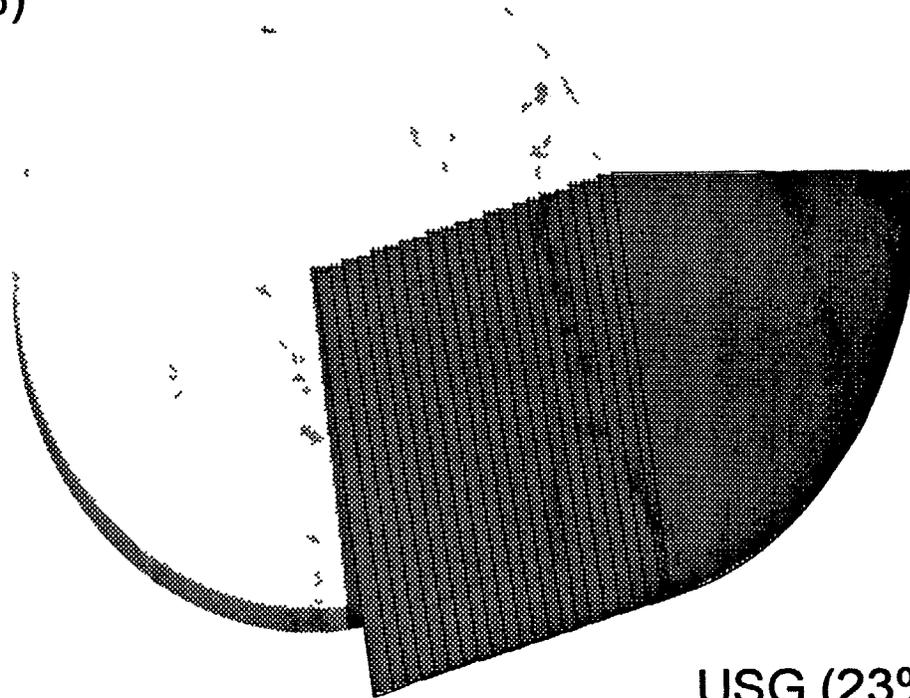


Donor Contributions for Displaced Persons, 1993



Other Donors (77%)

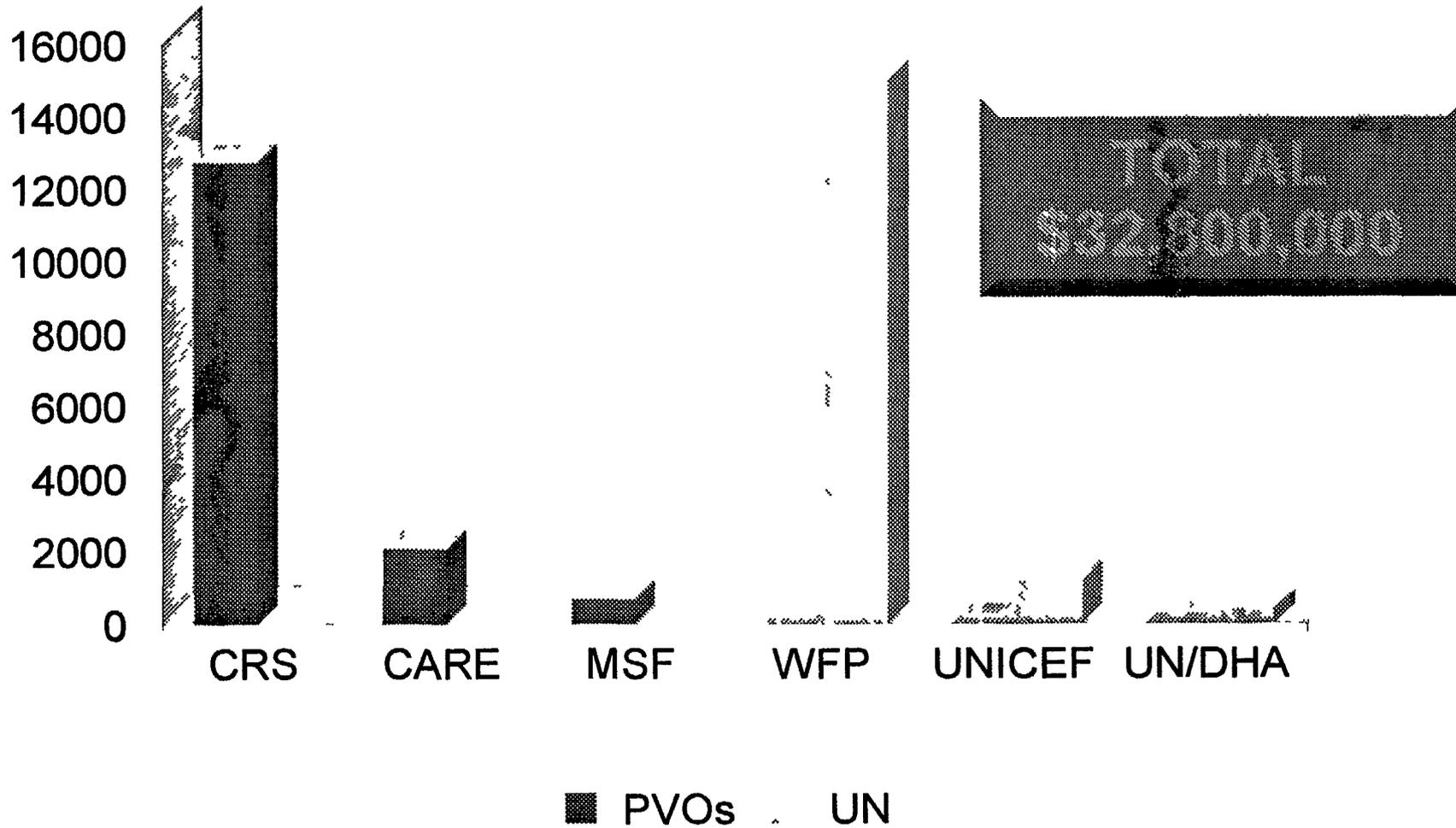
\$140 Million Total



USG (23%)

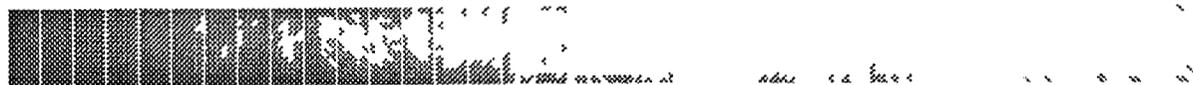


USG 1993 Emergency Efforts





Coordination



IBRD
Macro

UNHCR
Refugees

WFP
Food

UNDP
Roundtable

UNFPA
Pop.

UN/DHA
Emerg

WHO
Health

Belgium
educ.

France
Energy

USAID
Dem/Gov



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

June 4, 1994

INFORMATION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

THRU: Paul Guedet *[Signature]* AFR/EA
FROM: Dirk W. Dijkerman, USAID/Rwanda *[Signature]*
SUBJECT: Rwanda -- Development Program Re-Alignment

On May 25, 1994, AFR/EA convened a meeting to discuss USAID/Rwanda's paper (Attached) on the principles to guide the close down of the development portfolio. The Directors or acting Directors from AFR/EA, AFR/MGT, AFR/DP and USAID/Rwanda were in attendance as was the DAA responsible for Rwanda.

During the meeting, it was agreed that

(a) USAID/Rwanda's current DFA-funded development assistance portfolio

would be reduced to those activities complementing directly humanitarian activities, focusing directly on the most fundamental obstacles facing Rwandans (i.e., sexually transmitted diseases, HIV/AIDS, D/G - human rights), and

would not be of a nature that would lock USAID to going back into Rwanda when the current humanitarian crisis is resolved.

(b) any consideration of expanding DFA-funded activities must be tied directly to demonstrated performance by Rwandans.

Since the situation in Rwanda continues to evolve, the Africa Bureau will review the status of activities in Rwanda before the end of CY 1994 to assess what directions to take.

In practical terms, these decisions impact on

... the portfolio

Most of the contacts, grants, and cooperative agreements funded through the Development Fund for Africa (DFA) will be terminated. In subsequent discussions with the Contracts Office, USAID/Rwanda agreed to a termination date of July 8, 1994.

. the USAID/Rwanda staff.

By the end of July, USAID/Rwanda's direct-hire staff level will be reduced to 1, down from 11 (including the CDC PASA). USAID's Rwandan FSN staff level will be reduced to between 6 and 10, down from 54.

After July 1994, other offices who will help manage remaining USAID/Rwanda actions include AFR/EA, REDSO/ESA, FA/OMS (Africa), and the missions in the region who are helping to pay FSNs as they arrive from Rwanda. USAID/Rwanda has been clarifying responsibilities and coordinating actions with each of them

USAID will establish a USDH TDY "presence" in Kigali as soon as feasible, using a combination of OFDA and AFR USDH staff resources, to support humanitarian assistance and complementary development interventions as well as to execute mission-related actions, such as securing the remaining OE and project assets. The number of USAID/Rwanda FSN staff will be reduced to reflect the reduced workload.

. the OYB and OE for FY 1994 and 1995

Subject to final estimates on the costs of closing contracts and projects, the revised figures are as follows

USAID/Rwanda Financing Requirements FY 1994 and FY 1995

<u>Funds</u>	<u>Amount</u>	<u>Projected Purpose (mechanism)</u>
FY 1994 OYB (DFA)	\$14.6 million	\$ 1.7 million Assistance to Displaced Persons (TBD) \$ 1.0 million assistance to orphans (OYB transfer) \$ 0.3 million Food Security II project (OYB transfer) \$ 11.6 million released to AFR Bureau for reprogramming, including OFDA activities
FY 1995 OYB (DFA)	\$ 5.0 million	\$ 5.0 million Reconstruction and rehabilitation (unspecified)
FY 1994 OE	\$ 1.4 million	no change in amount
FY 1995 OE	\$ 0.35 million	support for 1 USDH, 1 US local hire, and 6-10 Rwandan FSN staff

Of USAID/Rwanda's \$38 million pipeline, at least \$15 million will become available for deob-reob

In addition, USAID has the equivalent of nearly \$10 million in counterpart funds which could be re-programmed to emerging needs, should the situation in Rwanda improve and subject to RLA approvals. Expected uses include funding activities for veterans and for reconstruction and rehabilitation.

Attachment USAID/Rwanda Principles for Realigning the Development Portfolio, May 21, 1994

June 4, Info Memo on Rwanda to AA/AFR

Drafted USAID/Rwanda DWDijkerman, June 4, 1994

Clearances

USAID/Rwanda L Bouris	<u>R</u>	Date	<u>6-6-94</u>
AFR/DP RDay	<u>R</u>	Date	<u>6/6/94</u>
AFR/EA LLOYD	<u>R</u>	Date	<u>6-6-94</u>
AFR/DAA GBombardier		Date	<u> </u>
Amb DRowson	<u>SR</u>	Date	<u>6-6-94</u>

← signed by GB.
original lost
see AA/AFR
chron records



USAID/Rwanda: Principles for Realigning the Development Portfolio

Summary

A realignment of the current USAID/Rwanda development program is necessary due to the collapse of the Arusha peace process and outbreak of civil war. It is important that principles guiding the preparation and implementation of any realignment plan are clearly understood as soon as feasible. This document is to help establish a common understanding on

- the current realities in Rwanda,
- the rationale for a realigned development program,
- programmatic criteria for realigning operations,
- management structures and burdens,
- financial resource implications, and
- outstanding issues requiring guidance

The guiding principle of the USAID/Rwanda Development Program Realignment Plan is that the U S Government response should be directly tied to demonstrated performance by Rwandans. More specific to USAID, the current DFA-funded portfolio would be reduced to only those projects that complement directly humanitarian activities while focusing directly on the most fundamental obstacles facing Rwandans (i.e., AIDS/reproductive health and governance). Any expansion of DFA-funded activities would be justified on the basis of performance, not intentions.

An agreement on the proposed principles and other considerations discussed below will enable the Africa Bureau to create a lean, realigned development program that is directly supportive of the immediate and medium-term U S Government objectives in Rwanda and the region. The program preserves the capacity of the Africa Bureau to re-expand a development program if Rwandans execute the needed steps to put their country and lives back in order. It also builds on the tremendous amount of resources being spent by the U S Government and international community to control the humanitarian disaster.

In its most simple terms, a realigned program in Rwanda would have

- a development program largely terminated by June 30, 1994,
- a USAID/Rwanda direct-hire staff reduced to 1, down from 11 (including the CDC PASA),
- a Rwandan FSN staff reduced to 6-10, down from 54,
- FY 1994 and 1995 OYBs re-directed to support humanitarian relief, and
- a FY 1995 OE budget reduced to minimal levels

Current Realities

Rwanda's appalling human tragedy continues into its sixth week. Killings of civilians by civilians and by military forces continue. More than 200,000, perhaps as many as 500,000, are estimated to have been killed to date. Massive movements of civilians within and across borders continue. Some 1.3 million Rwandans (19% of the population) are estimated to be on the move and/or in need of some kind of emergency assistance (see Attachment A).

Expectations that the emergency will end soon remain bleak. The interim Government of Rwanda (GOR) comprises individuals who are more radical and less favorable to the Rwandan Patriotic Front (RPF) and to democratic power-sharing than their predecessors in the previous transitional government. Political prospects remain clouded as many of Rwanda's moderate political elites have either been killed through targeted assassinations, have fled, or are in the process of fleeing the country.

The international community is responding to the Rwanda crisis. The immediate objectives, to which the U.S. fully subscribes, are to

- stop the massacres,
- bring the fighting parties to a mutually respected cease fire,
- launch humanitarian relief efforts, and
- initiate an objective international inquiry into human rights abuses

Although U.S. Government operations in Rwanda were suspended on April 8, 1994, humanitarian operations have begun in the region. Since early April, the U.S. Government has obligated nearly \$50 million and has had staff in the region working to develop additional humanitarian assistance activities with NGOs and other international organizations (see Attachments B and C). Plans to send a re-defined United Nations military presence to protect civilians and humanitarian operations are being developed.

The final reality is that the international community's efforts to address Rwanda's humanitarian, political and military crisis' will only be a "band-aid" until Rwandans themselves decide to stop the killings and to begin to establish a nation where people can live together in peace. Only then can a serious long-term development initiative recommence. This reality must be kept in the forefront as the U S responds to the Rwanda tragedy.

Rationale for a Re-Aligned U S Development Effort

Key among the U S Government's goals in Rwanda is the promotion of a durable peace and an effective transition to a fully democratic system. Promoting peace and democratic governance is the way out of the current cycle of violence and mistrust. Just as important, it is key to re-establishing the needed regional political stability upon which future economic development could be based. Given resource realities in this part of Africa, economic development requires regional development. If Rwanda remains a festering sore, it will be a drag on economic development in Uganda, Burundi, western Tanzania, eastern Zaire, and even Kenya, which has exported many goods to Rwanda.

If Rwanda remains an open sore, the U S and other nations can expect to continue to spend considerable sums on humanitarian and emergency assistance. In 1993 alone, the international community spent \$140 million caring and feeding Rwandans displaced in the north by the fighting. The U S Government's share was nearly \$33 million (22% of the total). In addition, the U S share of maintaining the 2,600 person UN peacekeeping force in Rwanda was projected at \$77 million for 12 months (i.e., 30% of the assessed program's total cost).

Given the numbers of people needing emergency assistance and the likelihood that a new, larger U N force will be sent, it is possible that total humanitarian and emergency expenses by the international community will surpass \$400 million during the first 12 months of this crisis. The U S Government alone could spend some \$100-150 million applying "band-aids" to achieve its immediate short-term objectives in Rwanda. Once the immediate humanitarian crisis is in hand, the more complex and continuing political and military problems come to the fore.

Given the tremendous amount of resources the U S Government and international community will have spent to that point, the U S Government should be fully prepared to assist Rwandans in addressing the political and military (demobilization) issues -- once the Rwandans themselves have clearly started the process in a democratic manner. To not assist when the Rwandans are ready opens the possibility that the flaws in the Arusha Accords may be repeated, perhaps leading to the international community having to apply yet another "band-aid" on Rwanda.

Programmatic Considerations

The guiding principles of the Program Realignment Plan are

- that current USAID development assistance be limited to those activities complementing directly humanitarian activities as well as activities focusing directly on the most fundamental obstacles facing Rwandans, and
- that any consideration of expanding USAID development assistance be tied directly to demonstrated performance by Rwandans

These principles emerge from the realities that USAID activities for Rwandans will be driven by humanitarian concerns for the immediate future, that the interim GOR is not functioning as USAID's partner in development, and that security remains problematic. In addition, there are several important considerations, including

- that emergencies offer opportunities to extend activities traditionally viewed as "development" to those in need, and such opportunities should be taken, where feasible. (Emergencies do not necessarily negate the need for all "development" activities. For instance, fertility, sexually transmitted diseases (STDs) and AIDS tend to increase in camps. Hence, operating AIDS/STD prevention and family planning programs in camps serves the short-term emergency need and help continue to keep the family planning success story in Rwanda going while slowing the HIV/AIDS epidemic.)
- that emergency relief operations will be protected by the expected U N force sent to protect civilians in need and humanitarian relief operations,
- that with the current and expected continuation of difficulties to working with any Government of Rwanda, USAID's bilateral counterpart, efforts should be made to use other assistance vehicles that reduce USAID dependence on obtaining government approvals, such as centrally and regionally managed activities, as well as direct grants with NGOs, and
- that the longer the killings and fighting continue, the less the rationale for preserving any of the current development projects as the post-war is likely to be increasingly less comparable to the pre-war state

The realities suggest criteria for deciding what actions to take on USAID/Rwanda's current portfolio of development activities. Specifically, the proposed decision criteria are as follows:

Decision Criteria for USAID/Rwanda's Current Portfolio of Development Fund for Africa (DFA) Activities

<u>Category and Recommendation</u>	<u>Criteria The Activity</u>	<u>Projects/Programs/ Activities</u>
I "continue"	<ul style="list-style-type: none"> • directly complements the humanitarian/ emergency assistance program • does not require direct involvement by GOR agencies • does not pose major security issues, assuming U N protection 	<ul style="list-style-type: none"> • AIDSCAP (G Bureau) • part of Democratic Initiatives and Governance (DIG) project (e g , negotiations) • Assistance to Displaced Persons project (e g , improved stoves, health training) • other centrally-funded health, population, or D/G activities (e g , orphans, STDs)
II "keep in suspension no longer than until end FY 94"	<ul style="list-style-type: none"> • does not directly complement the humanitarian/emergency program • does not require direct involvement by GOR agencies • poses security issues 	<ul style="list-style-type: none"> • part of Natural Resource Management (NRMP) Project (e g , research, biodiversity) • part of DIG project (local government, NGO, media) • Food Security II (G Bureau)
III "terminate effective June 30, 1994"	<ul style="list-style-type: none"> • does not directly complement the humanitarian/emergency program • requires direct involvement by GOR agencies • poses security issues 	<ul style="list-style-type: none"> • RIM project (i e , decentralization of health services) • all economic policy reform efforts • PVO Support project (microenterprise) • part of NRMP project (e g , tourism)

In the short term, the only new USAID activities which would even be considered would be those that fall in Category I, such as assistance to orphans and a variety of centrally-funded health and population activities.

As has been outlined in the draft STATE memo, demonstrated performance by Rwandans will be the basis for all key decisions (See Attachment D). For example, the U S Government would not consider re-establishing the Embassy in Rwanda until there was (a) demonstrated and sustained respect by both sides of a negotiated cease fire, (b) proven freedom of movement in the Kigali area for staff,

35

and (c) evident progress towards establishment of democratic government structures

Management Structures

The proposed realignment of the development portfolio reduces USAID/Rwanda staff requirements, both USDH and FSN. The projected staff realignment and associated management loads are based on applying the above criteria and the following considerations

- In the short-term, say through end-July 1994, management of activities will be by the full USAID/Rwanda mission in exile. Thereafter, it would be managed by a reduced USAID/R -- one USDH, supplemented by other organizational units, particularly AFR/EA, REDSO/ESA, and RFMC (Retaining one USAID/Rwanda staff prevents a loss of knowledge about Rwanda and USAID/Rwanda programs to facilitate decision-making and program management. It will also facilitate the oversight and coordination of what will clearly be a large and complex humanitarian relief program. The remaining USDH's supervisor could be the Director of either East Africa or REDSO/ESA.)
- USAID will establish a USDH TDY "presence" in Kigali as soon as feasible, probably using a combination of OFDA and AFR USDH staff resources, to support humanitarian assistance and complementary development interventions as well as to execute mission-related actions, such as securing the remaining OE and project assets. (The OFDA-funded Disaster Assistance Response Team (DART) is expected to be making some visits to limited areas in Rwanda before the end of May.)
- The number of USAID/Rwanda FSN staff will need to be reduced to reflect the reduced workload. This action will be complicated as the current status of most Rwandan FSNs, as well as their role in the current events, remains unknown. Until and when a USAID office is re-opened in Kigali, select FSN staff can work on developing emergency relief activities (e.g., provide support to the OFDA DART team, monitor and report on development) and on securing the remaining USAID assets in Rwanda.
- The Africa Bureau would review the status of the Rwanda program before the end of CY 1994 to assess what directions to take.

Time Line for the Staff Realignment and Associated Management Load

<u>Dates</u>	<u>USAID Staff Implications</u>	<u>Workload</u>
thru July 31st	<ul style="list-style-type: none"> ● <u>USAID/Rwanda</u> full mission remains intact in Washington ● <u>USAIDs in Uganda, Burundi, Kenya</u> EXOs and CONTs, RFMC, and REDSO/ESA ● <u>USAID/Rwanda FSNs</u> on excused absence status until July 9 	<ul style="list-style-type: none"> ● realign/close DFA-funded activities with USAID offices and contractors ● help coordinate humanitarian assistance efforts in Rwanda ● depending on workloads, on or by July 31st, USDH staff released to other assignments, <u>save one</u> ● assist in processing USAID/Rwanda FSNs who arrive ● assist and assume an increasing responsibility for USAID/Rwanda accounting functions ● provide contracting and legal advice as needed ● where possible and beneficial to USAID, place FSNs on TDY status to assist in emergency (e g , help DART team) and/or realignment activities
August-September	<ul style="list-style-type: none"> ● <u>USAID/Rwanda</u> one staff ● <u>USAIDs in Uganda, Burundi, Kenya</u> EXOs and CONTs, RFMC and REDSO/ESA ● <u>USAID/Rwanda FSNs</u> expected be left on excused absence 	<ul style="list-style-type: none"> ● manage Category I activities and other emergency activities (e g , liasion with Embassy, OFDA, etc) ● continue remaining closeout actions (e g , vouchers, participant trainees) ● prepare to return to Kigali on TDY ● end September, close out Category II activities, if necessary ● assist in processing USAID/Rwanda FSNs who arrive ● RFMC assume USAID/Rwanda accounting functions ● (USAID/Kenya EGO) prepares to TDY in Kigali to close out leases, pack-up and otherwise secure USAID assets ● provide democracy/governance and health/family planning support, as required ● where possible and beneficial to USAID, place FSNs on TDY status to assist in emergency (e g , help DART team) and/or realignment activities

<u>Dates</u>	<u>USAID Staff Implications</u>	<u>Workload</u>
October - December	<ul style="list-style-type: none"> ● <u>USAID/Rwanda</u> one staff ● <u>USAIDs in Kenya</u> RFMC and REDSO/ESA ● <u>USAID/Rwanda FSNs</u> number remaining to be determined ● AFR 	<ul style="list-style-type: none"> ● if in Kigali, make decisions on retaining/terminating remaining FSN staff ● manage Category I activities and other emergency activities ● continue remaining closeout actions ● RFMC assume USAID/Rwanda accounting functions ● REDSO/ESA provide democracy/governance and health/family planning support, as required ● support implementation of Category I and emergency programs ● in December, review Rwanda program

Financial Resources

Realigning the program will alter the projected use of the FY 1994 and 1995 OYBs and reduce FY 1995 OE financial requirements. All of FY 1994's OE will be used to fund the unexpected costs of evacuating and maintaining staff in evacuation status. Deobligations are expected, starting in FY 1995. A breakdown of the altered resource requirements is presented, based on the following considerations:

- in FY 1994, USAID expects to be able to use DFA funds for Category I activities and for activities in suspension status needing funds to avoid the loss of investments to date

- in FY 1995, USAID needs to preserve the capacity to either add additional funds to on-going Category I activities, and/or be able to move into new activities, depending on the performance of the new transitional Rwandan government

- USAID preserves some flexibility for redirecting funds to other emerging needs by delaying any deobligation decisions until FY 1995,

- USAID has the equivalent of roughly \$10 million in counterpart funds which could be re-programmed to emerging needs, should the situation in Rwanda improve and subject to RLA approvals

- Future USAID's OE expenses could be reduced from roughly \$1.4 million in FY 1994 to roughly \$350,000, e.g., the cost of maintaining one USDH in Kigali, one local-hire (a PIT-type position), and perhaps 6-10 Rwandan FSN staff

Thus, the projected financing requirements are

Projected USAID/Rwanda Financing Requirements, FY 1994 and FY 1995

<u>Funds</u>	<u>Amount</u>	<u>Projected Purpose (mechanism)</u>
FY 1994 OYB (DFA)	\$14.6 million	\$ 1.7 million Assistance to Displaced Persons (TBD) \$ 1.0 million assistance to orphans (OYB transfer) \$ 2.0 million for health/family planning (OYB transfer) \$ 1.3 million Food Security II project (OYB transfer) subtotal \$ 6.0 million \$ 8.6 million released for OFDA to fund emergency activities (OFDA borrowing authority)
FY 1995 OYB (DFA)	\$14.6 million	\$ 1.0 million Assistance to Displaced Persons (TBD) \$ 0.5 million assistance to orphans (OYB transfer) \$ 1.0 million for health/family planning (OYB transfer) \$ 1.5 million for D/G activities (TBD) \$ 2.0 million To Be Determined (TBD) subtotal \$ 6.0 million \$ 8.6 million released for OFDA to fund emergency activities (OFDA borrowing authority)
FY 1995 OE	\$ 0.35 million	\$ 0.25 million support for USDH and US local hire \$ 0.10 million cost of Rwandan FSN staff

Pending Issues

There are still various issues that will shape the specific details of the realigned program. USAID/Rwanda has already been actively engaged with RFMC, REDSO/ESA and other offices in Washington to clarify their concerns. They tend to be either legal, contractual, or technical, or they tend to be beyond USAID's control, such as the willingness of contractors to continue activities. Nevertheless, a common agreement on the following outstanding issues will facilitate the finalization and execution of the USAID/Rwanda Program Re-Alignment Plan. They are

- Agreement on the above Categories, criteria and close-out dates,

- Agreement on the retention of one USDH as USAID/Rwanda through at least December 1994 and release of the remaining USDH staff on or about end-July 1994, and
- Agreement on the FY 1994 and 1995 OYB figures, and the FY 1995 OE figure

An agreement on the above principles and considerations will enable the Africa Bureau to create a lean, realigned development program that is directly supportive of the immediate as well as the medium-term U S Government objectives in Rwanda and the region. The program also preserves the capacity of the Africa Bureau to re-expand a development program if Rwandans execute the needed steps to put their country and lives back in order.

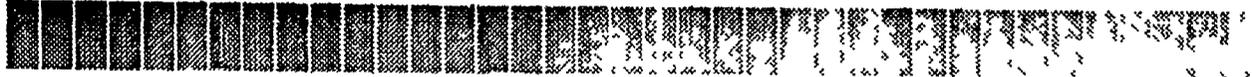
Attachments

- A Rwanda Crisis Persons Affected, as of May 20, 1994
- B U S Government Humanitarian Assistance to Rwanda-Burundi in FY 1994, as of May 20, 1994 -- **Approved Activities**
- C U S Government Humanitarian Assistance to Rwanda-Burundi in FY 1994, as of May 20, 1994 -- **Activities Under Consideration**
- D draft Information Memorandum from AF/ oose to P/Tarnoff, May 19, 1994

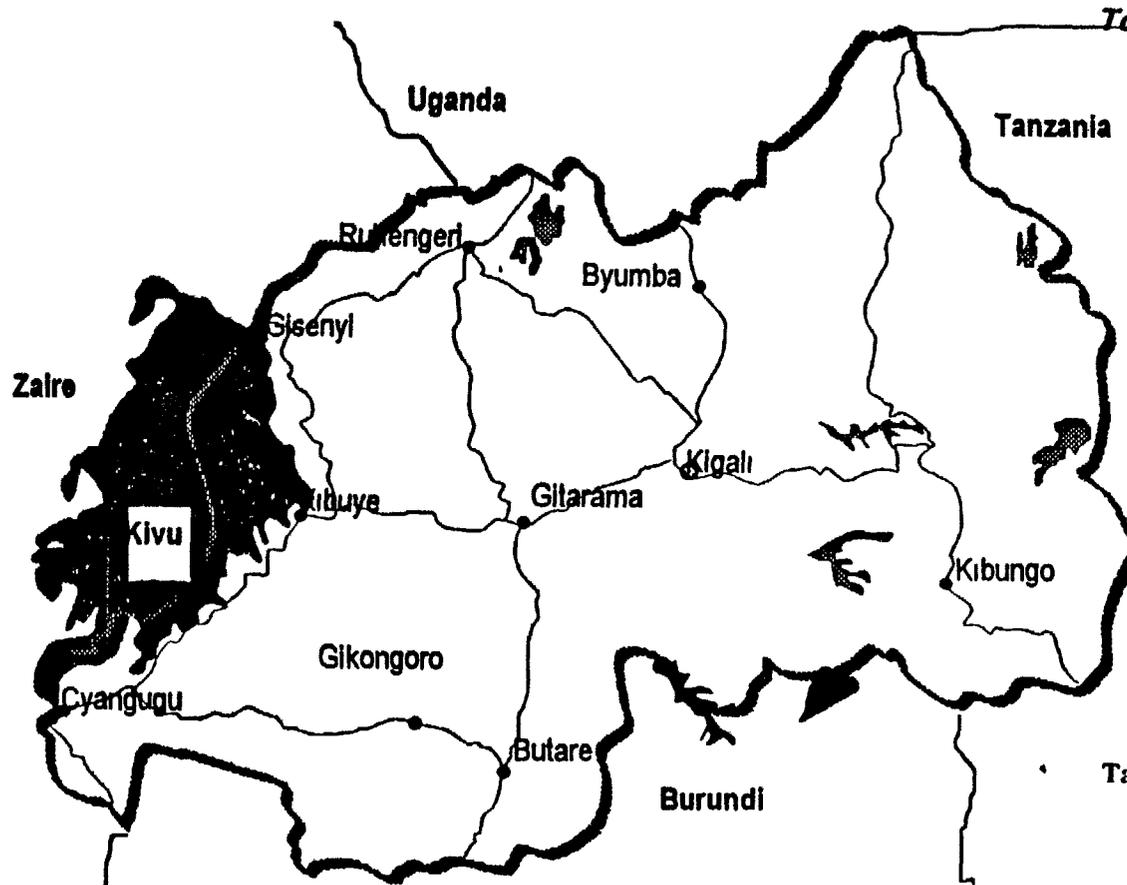
Rwanda



Rwanda Crisis: Persons Affected



Sources



Total People in Need

2,927,000

Rwandan Displaced	1 300 000	ICRC /WFP Gues
Kigali area	25 000 +	
Gitarama area	200,000	05/17/94
Butare area	20 000	05/03/94
Ruhengeri area	400 000	05/17/94
Kibongo area	250 000	05/17/94
Byumba area	250 000	05/17/94
Cyangugu area	? +	
Gisenyi area	? +	
? plus other areas	155 000	Deduction
Rwandan Refugees	416 000	
Tanzania	350 000	UNHCR 5/18/94
Burundi	47 000	UNHCR 5/17/94
Zaire	10 000	UNHCR 5/17/94
Uganda	9 000	UNHCR 5/17/94
Burundian Displaced	980 000	WFP
northern areas	?	the majority are
other areas	?	in the North
Burundian Refugees	231 000	
Tanzania	80 000	UNHCR 5/10/94
Tanzania	60 000	Geneva 04176
Zaire	91 000	UNHCR 5/17/94
Memo Items.		
total Rwandans in need	1 716 000	(from above)
total Burundians in need	1 211 000	(from above)
total refugees in Tanzania	410 000	(from above)
total refugees in Zaire	101 000	(from above)

Notes:

- 1 The data do NOT include the roughly 550 000 "old" Rwandan refugees whose families fled in 1959-64. They are distributed as follows: Burundi 245 000, Uganda 200,000, Tanzania, 50 000, and Zaire 50 000.
- 2 It is not clear whether drought affected Rwandans have been consistently included or excluded from the data. They do, however, constitute a potential group of perhaps several hundred thousand demanding food assistance.

11

(A)

(B)

For Information only



U.S. Government Humanitarian Assistance to Rwanda-Burundi, in Fiscal Year 1994

APPROVED

as of May 20, 1994

Funding Agency	Date Approved	Implementor/Purpose	Value
TOTAL APPROVED			\$ 75,033,908
		<i>for Rwanda (October 1993 -- March 1994)</i>	<i>\$ 1,125,000</i>
		<i>for Burundi (October 1993 -- March 1994)</i>	<i>\$ 19,776,458</i>
		<i>for Rwanda/Burundi Sub-Region (April 1994 -- Now)</i>	<i>\$ 54,132,450</i>
DOD/OSD	04/94	United Nations High Commission for Refugees (UNHCR) for airlift of 6,000 blankets for refugees in southern Rwanda	\$ 90,000
DOD/OSD	05/94	UNHCR for Airlift of 100,000 blankets and 10,000 plastic sheets from Turkey to Tanzania for Rwandan and Burundian refugees	\$ 1,678,000
DOD/OSD	05/94	UNHCR for air transport of 12 trucks from Dubai to Tanzania for Rwandan and Burundian refugees	\$ 432,000
DOD/OSD	05/94	Americare/Norwegian People's Aid for transport of 85,000 lbs of medical supplies from U S to Tanzania for Rwandan and Burundian refugees	\$ 493,000
DOD/OSD	WFP	for air transport (27 flights) of 70 Mt of fortified biscuits from Italy to Entebbe WFP will transport from Entebbe to Ngara for Rwandan and Burundian refugees	\$ 2,700,000

continued

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)
 For additional information on any activity please contact
 DOD/OSD/HRA YAraneff 703 693 9847 USAID/OFDA RDavis Tooley 202 647 5066
 USAID/FFP RHudson 703 351-0148 (fax 351-0118) STATE/RP MLange 202-663 1041 (fax 663 1061)
 Peace Corps JRobinson 202-606 5285 (fax 606 3024) USAID/Rwanda DDijkerman 202 647 9805 or 5582
 USAID/Burundi RNewberg 202-647 6154 (fax 647 9805)

47

Funding Agency	Date Approved	Implementor/Purpose	Value
STATE/RP	12/93	UNHCR for Burundian Refugees	\$ 4,250,000
STATE/RP	12/93	World Food Programme (WFP) for Admin/Logistics for Burundi Refugee Operations	\$ 502,700
STATE/RP	12/93	International Federation of the Red Cross (IFRC) for Burundian Refugees	\$ 750,000
STATE/RP	05/94	UNHCR for commodities and general support for Rwandan and Burundian Refugees	\$ 13,500,000
STATE/RP	05/94	WFP for 25% of WFP Flash Appeal for Rwanda	\$ 900 000
STATE/RP	05/94	IFRC for Red Cross activities with Burundian and Rwandan Refugees	\$ 600,000
STATE/RP	05/94	IRC for Rwandan and Burundian Refugees in Tanzania	\$ 639,450
USAID/FFP	02/94	Catholic Relief Services (CRS) for diversion of 1,320 mt of Lentils and ITSH for Rwanda (in country)	\$ 500,000
USAID/FFP	02/94	ICRC for diversion of 1 500 mt of Beans and ITSH to Rwandan displaced (In country)	\$ 600,000
USAID/FFP	04/94	CRS for 6 440 mt Sorghum 1 100 mt Peas, 430 mt Vegoil and ITSH to Rwanda (ETA July 25)	\$ 5 000,000
USAID/FFP	04/94	ICRC for 1,000 mt of Beans, 1,000 mt of Cornmeal to Rwanda Region and ITSH (ETA July 25)	\$ 1,600,000
USAID/FFP	04/94	WFP for 2 260 mt CSB, 8,930 mt SFCornmeal and 2,100 mt vegoil to Burundi Region (ETA July 25)	\$ 9 000 000
USAID/FFP	05/94	ICRC for 3 120 mt of Beans and ITSH to Rwanda Region (ETA early August)	\$ 3,500,000
USAID/FFP	05/94	WFP for 6 140 mt of Peas and ITSH for Burundi regional (ETA early August)	\$ 3,500,000

continued

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847

USAID/FFP RHudson 703 351 0148 (fax 351-0118)

Peace Corps JRobinson 202 606 5285 (fax 606 3024)

USAID/Burundi RNewberg 202-647-6154 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066

STATE/RP MLange 202 663 1041 (fax 663 1061)

USAID/Rwanda DDijkerman 202-647 9805 or 5582

Funding Agency	Date Approved	Implementor/Purpose	Value
USAID/FFP	05/94	ICRC for 4,000 mt of Cornmeal, 400 mt of Vegoil, and 2,600 mt of Beans to the Rwanda Burundi Region (ETA early August)	\$ 5,500,000
USAID/OFDA	10/93	CARE -- Ambassador's Authority for providing emergency water supply systems to Burundian Refugees in Rwanda (Butare and Gikongoro Prefectures)	\$ 25,000
USAID/OFDA	10/93	ADRA - Ambassador's Authority for local purchase and delivery of food commodities for displaced Burundians	\$ 15,000
USAID/OFDA	10/93	CRS - Ambassador's Authority for local purchase and delivery of non food commodities for displaced Burundians	\$ 10,000
USAID/OFDA		CDC for two epidemiologists and other goods to address dysentery, cholera and other diseases in Burundi	\$ 19,480
USAID/OFDA		UN/DHA for 150 flying hours of helicopter to overcome logistical problems for food and non-food aid delivery in Burundi	\$ 237,250
USAID/OFDA		MSF/Belgium for emergency medical assistance to wounded and displaced in Burundi	\$ 945,800
USAID/OFDA		WFP for purchase and transport of beans to Burundian displaced	\$ 1 587 500
USAID/OFDA		CRS for technical assistance and support to WFP/ Caritas network for food distribution in Burundi	\$ 855 096
USAID/OFDA		WFP for 12 field personnel in Burundi to ensure food aid reaches intended beneficiaries	\$ 277 000
USAID/OFDA		for in-kind contributions of 300 rolls of plastic sheeting, 20,000 blankets, transport and TA for Burundian Displaced	\$ 412,652

continued

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847

USAID/FFP RHudson 703 351-0148 (fax 351-0118)

Peace Corps JRobinson 202 606 5285 (fax 606 3024)

USAID/Burundi RNewberg 202-647 6154 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066

STATE/RP MLange 202 663 1041 (fax 663 1061)

USAID/Rwanda DDijkerman 202-647 9805 or 5582

44

	Value
ing, cooking pots, andan displaced	\$ 1,000,000
116 (b) Sorghum to te August/September)	\$ 4,300,000
of Section 416 (b) Cornmeal to e August/September)	\$ 4,400,000
10 000 mt of Section 416 (b) a-Burundi Sub-Region (ETA June)	\$ 4,000,000
feeding program in Burundi	\$ 454,000
rdi)	\$ 480,000
interventions in Burundi	\$ 280,000
naize seeds for 225,000 beneficiaries in Burundi	

Handwritten notes:
 cables: no cost
 Extension
 MSA:
 → like to see
 → Pts of money
 engaged.
 I keep it going well

Summary by Agency

AGENCY	RWANDA (10/93--03/94)	BURUNDI (10/93--03/94)	RWANDA BURUNDI SUB-REGION (04/94-NOW)	TOTAL
DOD/OSD	\$ 0	\$ 0	\$ 5,393,000	\$ 5,393,000
STATE/RP	\$ 0	\$ 5,502,700	\$ 15,639,450	\$ 21,142,150
USAID/FFP	\$ 1,100,000	\$ 0	\$ 28,100,000	\$ 29,200,000
USAID/OFDA	\$ 25,000	\$ 4,359,758	\$ 1,000,000	\$ 5,384,758
USDA	\$ 0	\$ 8,700,000	\$ 4,000,000	\$ 12,700,000
USAID/B	\$ 0	\$ 1,214,000	\$ 0	\$ 1,214,000
TOTAL	\$ 1,125,000	\$ 19,776,458	\$ 51,432,450	\$ 74,928,908

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847
 USAID/FFP RHudson 703 351-0148 (fax 351-0118)
 Peace Corps JRobinson 202-606 5285 (fax 606 3024)
 USAID/Burundi RNewberg, 202-647-6154 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066
 STATE/RP MLange 202 663 1041 (fax 663 1061)
 USAID/Rwanda DDijkerman 202 647 9805 or 5582

45

(C)

FOR INTERNAL DISTRIBUTION ONLY For Information Only

This Information Sheet Does Not Replace Established Agency or Inter Agency Review and Clearance Procedures



U.S. Government Humanitarian Assistance to Rwanda-Burundi, in Fiscal Year 1994

UNDER CONSIDERATION as of May 20, 1994

Funding Agency	Implementor/Purpose	Value
TOTAL UNDER CONSIDERATION		\$ 38,372,000
DOD/OSD	DHA/UNHCR for airlift of 90 000 jerry cans from Nairobi to Mwanza	\$?
DOD/OSD	DHA/UNICEF for 2 700 kg of emergency medical kits and supplies from Copenhagen to Bujumbura to respond to	\$?
DOD/OSD	DHA/UNHCR for cash to fund commerical flights to Kigali and other points in region	\$?
PEACE CORPS	Counterparts to be determined Short/medium term volunteers and technical/material project support	\$?
USAID/FFP	WFP, ICRC, and/or CRS for 65 000 mt of food for Rwanda Burundi region (41,000 mt -- Rwanda Region, 24 000 mt -- Burundi Region)	\$ 37,000 000
USAID/B	Center for Disease Control (CDC) for therapeutic feeding program	\$ 72,000
USAID/R	NGOs to be determined for activities that transfer a technology to displaced in need in Rwanda	\$ 1,300,000
USDA	WFP Portion of 25,000 mt Section 416 corn to be diverted from Mozambique	\$?

Summary by Agency

DOD/OSD	\$?	USAID/OFDA	\$?
Peace Corps	\$?	USAID/B	\$ 72 000
STATE/FP	\$?	USAID/R	\$ 1 300 000
USAID/FFP	\$ 37 000 000	USAID/R	\$?

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847

USAID/FFP RHudson 703 351-0148 (fax 351-0118)

Peace Corps JRobinson 202 606 5285 (fax 606 3024)

USAID/Burundi RNewberg 202-647-6154 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066

STATE/FP MLange 202-663 1041 (fax 663 1061)

USAID/Rwanda DDijkerman 202 647 9805 or 5582

INFORMATION MEMORANDUM

DATE May 19, 1994
TO P - Mr Tarnoff
FROM AF - George Moose
SUBJECT Forward Planning for Kigali

SUMMARY

The Department of State ordered the evacuation of personnel and suspension of operations of AmEmbassy Kigali on April 8. All US citizens who wanted to leave were safely out of the country by April 11. Since then we have concentrated on our immediate objectives in Rwanda: stop the killing, achieve a cease fire, and provide humanitarian assistance. Should these objectives be achieved and security firmly re-established in the capital city, we should re-open operations in Kigali with a small multi-functional team. Should a durable peace come to Rwanda, we should expand that team so as to achieve mission program goals tailored to fit the realities of a war-weary Rwanda. Staging back into Rwanda should follow carefully delineated trip wires which assure the security of staff and operations as well as the ability to accomplish our mission.

DISCUSSION

Mission goals The United States' immediate objectives in Rwanda are to

- o stop the massacres in Rwanda,
- o bring fighting parties to a mutually respected cease fire,
- o launch humanitarian relief efforts, and
- o initiate an objective, international inquiry into human rights abuses

To these ends, we are vigorously engaged in diplomatic contact with the belligerents, the United Nations, and regional leadership, including the recent mission of Assistant Secretary John Shattuck to the region followed by my trilateral talks with France and Belgium on May 13. We have concluded that contending parties and regional leaders support the idea of cease-fire talks at the field commander level, that they want an expanded international presence for civilian protection and humanitarian assistance, and that they accept in principle an international human rights inquiry.

Should Rwandans agree to a cease fire and implement it, we should send into Kigali a small team to push forward the peace agenda, coordinate US contributions to humanitarian relief efforts and close out operations that are no longer viable (Trip wires for establishing when to do this are given below)

Should Rwandans agree to a permanent peace (war is not a sustainable condition in this poor country), then we should adapt current Mission Program Goals to post-war conditions in Rwanda Those goals include

- o promotion of a durable peace and an effective transition to a fully democratic system,
- o assistance for reconstruction and reinstallation of displaced persons and demobilization of soldiers,
- o economic reform through enhancement of regional trade/production, rational use of environment, and promotion of private enterprise,
- o response to population challenges through family planning and AIDS awareness

While it is difficult at this remove to calculate the direction and size of a post-war assistance program in Rwanda, the general principle behind current goals remains valid Promoting peace and democratic governance is the only way out of the current cycle of violence Relief from the ravages of war will require demobilization of soldiers and resettlement of refugees Whether Amembassy Kigali should eventually be expanded beyond minimal staffing to accommodate broader Mission goals will ultimately depend on whether conditions in country will allow achievement of such a mission

Trip wires for re-entry Mobilization of US resources to achieve our goals would be contingent on clear progress toward peaceful resolution of the current crisis If current efforts to achieve a cease fire succeed, a small US team to carry forward diplomatic efforts, launch humanitarian operations, and pack out effects of departed personnel might return as early as August. Any return, however, would require

- o demonstrated respect by both sides for a negotiated cease-fire,
- o guaranteed freedom of movement in Kigali for diplomatic personnel including access to a secured airport,
- o evident progress toward establishment of government institutions

48

Any programming of US assistance, beyond urgent humanitarian aid, would require an evident Rwandan commitment to peace, national reconciliation and development, specifically

- o formation of a government clearly engaged in national reconciliation and economic reform;
- o an IMF/IBRD certified program of economic restructuring,
- o a secure environment which permits ready implementation of US programs across the country

Given conditions on the ground and US capabilities in that environment, US activities would have to be tightly focused on real needs and key objectives over the next two years. USG personnel resources could be programmed sequentially for Kigali, depending on the progress Rwanda makes in peace, democracy and economic reform. In Tab A, we offer a sequential scenario for re-staffing AmEmbassy Kigali.

TAB A

Re-Staffing Embassy Kigali - Sequential Scenarios

Level I - Assumes a minimum presence for coordinating disaster assistance, encouraging peace initiatives, and closing out previous programs;

1. Ambassador
- 2 Economic/Security Assistance/Consular Officer
3. General Services Officer
4. USAID Disaster Assistance Officer
- 5 USAID Program Support Officer
- 6 Information Program Officer

TDY

- 1 ADMIN/GSO for liquidating financial obligations and packing HHE of personnel not returning to post
- 2 USAID Administrative Officer from USAID/Kenya for draw-down
3. USAID Comptroller from US/AID Kenya for program close-out
- 4 OFDA Disaster Assistance Response Team (DART), with follow-up visits

LEVEL II - Assumes a modest team for programming post-war reconstruction, coordinating disaster assistance, promoting peace and democracy and streamlining Embassy/AID presence,

- 1 Ambassador
- 2 DCM
3. Economic/Security Assistance/Consular Officer
4. Administrative Officer
5. General Services Officer
- 6 Information Program Officer
- 7 USAID Affairs Officer
- 8 USAID Disaster Assistance Coordinator
- 9 USAID Program Support Officer

TDY: US direct hires and consultants for health, population, AIDs, reconstruction, and democracy and governance activities.

LEVEL III - Assumes a team adequate for an expanded program of post-war reconstruction and reprise of pioneering efforts in family planning, bio-diversity, enterprise initiatives, and democratization/governance,

- 1 Ambassador
2. DCM
3. Economic/Security Assistance/Consular Officer
- 4 Administrative Officer
- 5 General Services Officer
- 6 General Services Assistant (PIT)
- 7 Information Program Officer
- 8 Secretary
- 9 Public Affairs Officer
- 10 USAID Director
- 11 USAID Executive Officer
- 12 USAID Disaster Assistance Coordinator
- 13 USAID Health and Population Officer
- 14 USAID Program Officer
- 15 USAID Project Officer

THE RWANDA-BURUNDI HUMANITARIAN EMERGENCIES: A Sub-Regional Approach

The sheer numbers of people in need of emergency assistance in Rwanda¹ and Burundi over the next 6-12 months, the continuing fluidity and volatility of their respective political states, and the logistical complexities of delivering large quantities of assistance to these countries argue strongly for flexible delivery modes and pre-positioning commodities. An operation of this magnitude will also require close coordination among the various U S Government agencies who can respond, e g , USAID (AFR, BHR/OFDA, BHR/FFP), STATE/RP, and DOD/HA, so as to meld the respective capabilities and limitations of each into a unified U S Government position. Such a position aids in advancing the U S interest vis a vis other donors, the plethora of implementing agencies, and the governments within the region.

In defining a sub-regional approach, preliminary principles to help guide the formulation of an approach to the Rwanda-Burundi crisis are emerging. They include

Coordination That coordination of U S Government humanitarian assistance continues under the terms of President Clinton's directive that the Administrator of USAID be the coordinator and spokesperson for humanitarian assistance. More specifically, the interagency Greater Horn of Africa Working Group, which covers Rwanda and Burundi, serve as the coordination point. Political questions will continue to be coordinated by STATE AF/C.

USAID/Rwanda That a part of USAID/Rwanda's Development Fund for Africa (DFA) budget for FY 1994 and staff be used to complement resources from the other agencies, e g , STATE/RP, BHR/OFDA, BHR/FFP, and DOD's new office of Humanitarian Affairs.

Flexibility That programmatic distinctions on beneficiaries such as displaced, drought-affected, and refugees, as well as Rwandan or Burundian, be minimized to the extent possible in grants and other assistance modes to allow implementing organizations (and the U S Government) flexibility to rapidly direct and re-direct assistance as the needs emerge and evolve. Existing emergency grants should also be

¹WFP currently refers to 1.25 million Rwandans in need of food assistance (equivalent to 17% of the total population). Burundi has similar figures for the number of people in need.

reviewed and revised to make them more flexible. A broader definition of the target beneficiaries could be people suffering from social strife and nature disasters in the Rwanda-Burundi region. The region could be defined to include parts of western Tanzania, southern Uganda, Rwanda, Burundi, and eastern Zaire.

Staging Area That western Tanzania be considered as a possible regional staging area (supplementing Bujumbura and assuming the political situation in Burundi remains stable), given the current inaccessibility of Rwanda, the clouded role Uganda has played to date, and the Government of Tanzania's willingness to play a leadership role in mediating the Rwanda crisis.

There are, of course, other policy and procedural questions to be addressed. Questions and ideas raised include: should safe-havens be created to feed and shelter, should U.N. police be requested to ensure safety of beneficiaries and aid workers, and so forth. Certain questions will not be answered quickly. Others must be decided quickly, given the lead-times required to get commodities in-place for distribution, e.g., 4-5 months for food aid.

In the short-term, the fora of the Greater Horn Working Group and AF/C need to be used as the channel to develop and implement a unified U.S. Government position on how to provide humanitarian assistance to deal with Rwanda-Burundi crisis.

Rechannelling USAID/Rwanda OYB into Humanitarian Assistance

USAID/Rwanda is exploring all reasonable possibilities to re-channel the Mission's development funds into humanitarian assistance. To achieve this re-programming we expect to follow three complementary approaches: (1) implementation and modification of the on-going Assistance for Displaced Persons, (2) redesign/implementation modification of on-going project activities, and (3) the transfer of resources to OFDA to complement OFDA funding.

The FY 1993 Assistance to Displaced Persons (\$1.3 million available) project purpose is to contribute to the well-being of the displaced Rwandans in camps and those returning home in ways that will enhance their long-term productivity and welfare when at home. The project focuses on those interventions that can lead to a dual impact, both short-term humanitarian and long-term developmental. The project was designed as a vehicle for PVO agencies operating in Rwanda to extend their development experience to the displaced in camps.

The Redesign/Implementation Modification of On-going Project Activities

USAID/Rwanda is currently awaiting legal counsel from REDSO/ESA. The effort here would be to modify the implementation of on-going projects in the population and health sector to focus on the target populations in the refugee/displaced persons camps rather than at their homes. Specifically, we see the validity in keeping our major AIDS prevention and control project open since it is centrally funded (with a \$4.2 million OYB transfer from USAID) and can be fairly easily reconfigured to respond to the HIV/AIDS problem that will be exacerbated by the hostilities.

In the short (as opposed to immediate) term a viable option is to continue the efforts under Democracy in Governance Project since its goals and objectives remain valid in post-war Rwanda. The development of democratic institutions capable of good governance will be of utmost importance in the months to come and will be of both a humanitarian and developmental nature.

Transfer of Resources to OFDA We are currently working with AFR/DP to ensure that \$5-6 million in FY94 OYB are set aside so that this can be channelled to humanitarian assistance organizations who are prepared to work in Rwanda as soon as security situations permit. It is our intention that these resources will complement the resources of OFDA and FFP to respond to the Rwandan humanitarian needs while facilitating the transition of the population to life after the current crisis.

O:\EAPUB\DOCS\RWANDA\RECHANN BRF

UNITED STATES OF AMERICA
AGENCY FOR INTERNATIONAL DEVELOPMENT

REGIONAL ECONOMIC DEVELOPMENT SERVICES OFFICE
FOR EAST AND SOUTHERN AFRICA (REDSO/ESA)

United States Postal Address
U S A I D / R E D S O / E S A
UNIT 64102
APO AE 09831-4102

International Postal Address

POST OFFICE BOX 30261
NAIROBI KENYA

MEMORANDUM

To Richard Webber, Chief, REDSO/ESA/CON
Kimberley Kester, RCO, REDSO/ESA/CON

From Dirk Dijkerman, Acting Mission Director, USAID/Rwanda

Subject Transfer of Contract Administration to REDSO/ESA

Date April 12, 1994

The purpose of this memorandum is to transfer the administration of all Mission-issued contract and assistance instruments to REDSO/ESA. This administrative responsibility shall remain with REDSO/ESA until the reestablishment of a USAID Mission to Rwanda.

« RLA 5 Page

SS



Rwanda Program Realignment Principles Used to Guide

Decisions on Participant Trainees

DRAFT DRAFT DRAFT

LL/ASKE

This paper summarizes how USAID/Rwanda is managing participant trainees (i.e., PTs or Thomas Jeffersons or "TJs") in this post-evacuation period. The following management principles are the result of extensive USAID/R staff discussions and meetings with USAID staff and contractors, including those who have worked on other program close-outs and who work in OIT. Where necessary, INS and STATE staff were also contacted.

The positions expressed below have guided USAID/Rwanda's decisions to date and should be used to guide future decisions regarding Rwandan participants in order to avoid inconsistencies in the treatment of participants. None of these positions contradict or replace training requirements as detailed in Handbook 10. Indeed, these positions only clarify what is unclear or where there is mission discretion. Additionally, files have been reconstructed on all the participant trainees who were "on the books" as of April 8, 1994, which is when the USAID/Rwanda program was suspended. These files are in AFR/EA with the Rwanda Desk Officer, with copies in OIT.

1 Participants and their current degree or non-degree programs

- a The training programs referred to in this section are those specified in the PIO/Ps prepared in Rwanda by USAID/R, as amended. This section does not cover practical training (see section on practical training)
- b Those in degree or non-degree programs will be allowed to finish their current degree or non-degree program, if they continue to make the progress USAID normally expects trainees to make (e.g., carry a full course load, and other standards delineated in Handbook 10)
- c Those finishing a degree may not start a new degree. Thus, those in joint MS/PhD programs who are still in the MS portion of their program can obtain their MS degree, but they cannot start their PhD portion of their program

How is this program funded?

The contractor

2 Participants after the original training ends

a After a training program ends, participants receive the same benefits as they would if they could go back to Rwanda, e g , five days of stipend for long term trainees USAID/Rwanda has investigated reports of various types of support provided by USAID in the past What is presented below in this section is what has been confirmed as fact and is acceptable to USAID/Rwanda

b USAID will continue to budget and reserve funds for a plane ticket back to Rwanda as the intent remains to get the Rwandan participants home to Rwanda

c USAID/Rwanda has sent a letter to American PVOs/NGOs working on Rwanda to advise them of the availability of trained Rwandans for employment (see files)

d If the trainees are unable to return to Rwanda those who finish their originally planned training program have the option of

i Going to another country, preferably African, that is willing to accept them, e g , grant them a visa

ii Requesting political asylum here in the U S

iii Requesting Temporary Protective Status (TPS) here in the U S

iv Developing and requesting USAID/R approval of a "practical training program "

If they chose none of the ~~three~~ ^{four} above choices, they will be reported to the INS s being out of status and a non-returnee

which PVOs? any response

at Columbia.

OIT

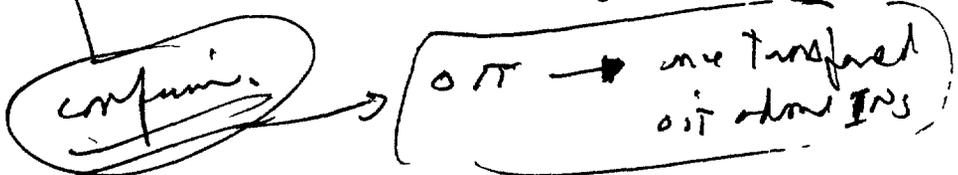
3 Participant trainee options detailed

a Those opting to go to another country will
i Not be aided by USAID in their effort to obtain a visa
ii Receive a one-way ticket from USAID for them and their authorized dependents, if USAID concurs in the country to which they are going The contractor will not be providing the ticket(s) unless explicated authorized to do so by USAID
iii Will be informed in writing by the relevant contractor that USAID will advise INS of their departure plans and expected change in status

who does this?

b Those requesting political asylum will
i Not be aided by USAID in their effort
ii No longer be under a USAID/Rwanda visa sponsorship as the visa case is transferred to the INS
iii No longer be eligible for health and accident coverage (HAC), as they would be INS's responsibility and INS does not provide such a coverage
iv No longer be USAID's responsibility as USAID will formally communicate the change to INS

who comm. with INS? who comm. with INS?



v Will communicate questions and queries directly to the INS from the time the request is made until the INS rules on their case

c Those requesting TPS will

- i Not be aided by USAID in their effort
- ii No longer be under a USAID/Rwanda visa sponsorship as the visa case is transferred to the INS
- iii No longer be eligible for health and accident coverage (HAC), as they are INS's charge
- iv No longer be USAID's responsibility as USAID will formally communicate the change to INS
- v Have been advised by their contractors that TPS is not a USAID program, but an INS program and all questions should be directed to INS (It is an INS program that provides no direct financial support as does the USAID program)
- vi Be advised that they are no longer managed by a contractor and that they must contact USAID/Rwanda directly to obtain assistance in getting their plane ticket(s) home to Rwanda, unless advised to do otherwise (e g , contact the contractor or OIT)

d Those developing and requesting USAID/R approval of a "practical training program" will

- i Be advised what constitutes a "practical training program "
- ii Be encouraged to develop such programs in conjunction with their contractor
- iii Continue to receive HAC benefits, if the practical training program is approved by USAID/R, subject to the availability of funds
- iv Continue to be under USAID/Rwanda visa sponsorship
- v Continue to be managed by a contractor
- vi Have, if at the end of their practical training program they are still unable to return to Rwanda, make a decision to
 - (a) Go to another country, preferably African, willing to accept them, e g , grant them a visa,
 - (b) Request political asylum here in the U S , or
 - (c) Request Temporary Protective Status (TPS) here in the U S , if it is still an option

what is the likelihood of this

*Be advised
US Aid/R
not approve*

→ signed demo

If they chose none of the three above choices, they will be reported to the INS s being out of status and a non-returnee

4 Practical Training Programs

a Are essentially internships to help now-graduated trainees work in the

*South AM
not help p - handp*

- areas for which they were trained
- b Must be approved by USAID/Rwanda
- c Are approved subject to appropriateness to the original training program objectives, the availability of funds to fund HAC, and other related costs as, in some cases, practical training programs may require some form of financial support or administrative support for the trainee from USAID
- d Are typically identified and developed by the participant in conjunction with the institution, where the participant is receiving his/her training and the contractor
- e Require PIO/P amendments
- f Are not intended to be an option for participant trainees to pursue indefinitely The December USAID/Rwanda-AFR meeting on Rwanda ? must address this issue of new requests for a second round of "practical training "

5 Temporary Protective Status

- a Is a STATE and INS decision to invoke
- b Is a program which allows Rwandans to work in the U S for a specified period of time
- c Has been declared for Rwanda, effective for one year, beginning June 6, 1994, and can be expected to be reviewed by INS at least 30 days before June 5, 1995
- d Is an area where OIT is the resident USAID expert and should be consulted in cases where questions arise

6 USAID, OIT and Contractor management of the Rwanda participants

- a Participants have been directed by letter (see files) to work through their contractor In turn, and if necessary, the contractor will contact OIT or USAID, as necessary, for any further clarifications
- b All USAID/Rwanda participants, except for those at Michigan State University and funded under the Food Security II Project, will be transferred to OIT to be passed on to its contractor PIET It is possible that PIET may do some further subcontracting with AAI and others, but those decisions are between OIT and their prime contractor, PIET
- c USAID/Rwanda has requested the current training contractors for participants to prepare files to turnover to OIT's contractor The required contents of those files have been detailed and communicated to the training contractors (see files)
- d USAID/Rwanda has requested PIET to prepare budgets reflecting how much it will cost to have participants managed under OIT's contract

FSD
 MSU with
 G DAI
 Jony => MSU
 NRMP
 DAI contact
 Council Jony.

" AAI
 " PIET
 MSU - PIET
 Council Jony
 OIT -> PIET
 AAI

How many are
 shared?

has this been done?

with PIET

e With the budget information, USAID/Rwanda will finalize each PIO/P to ensure

- (1) that sufficient funds remain in the PIO/P and Project,
- (2) that the Project PACD has been extended as needed, and
- (3) that the PIO/P budget will be adjusted by USAID/Rwanda to add additional amounts for contingency using the principle that it is better to add funds now rather than later when they may no longer be available. The contingency amount above the standard 5 percent will have to cover any practical training that may arise after the PIO/P has been approved. If the practical training is known before hand, its cost should be explicitly detailed in the PIO/P

7 PIO/Ps

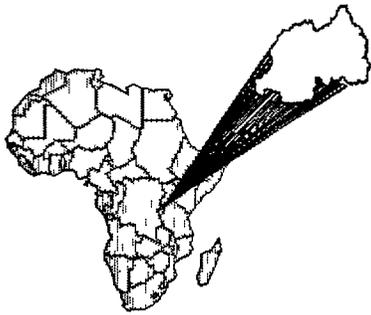
*regr - emp reports
MACS
regr*

- a Amendments will be prepared, cleared, and approved using existing procedures that assume a functioning USAID/Rwanda
- b For participants whose PIO/Ps finish before December 31, 1994 and who are expected to apply for TPS, the PACD for their PIO/P will be changed to December 31, 1994. This common date was selected to facilitate the management of any future changes to PIO/Ps. Before the end of December, USAID/Rwanda and AFR will meet to discuss the future of the USAID program in Rwanda. Decisions from this meeting will be factored into any subsequent changes in PACDs
- c All amendments must be checked for their funding implications and management burden on the remaining USAID/Rwanda and AFR/EA staff
- d Control of funds in PIO/P is divided as follows
 - i USAID/OIT -- HAC
 - ii USAID/R or USAID/OIT -- one-way plane ticket home
 - iii USAID/OIT -- contingency beyond the basic 5 percent normally put in PIO/Ps
 - iv Contractor -- all other

How about Practical Training?

Distribution

AFR/EA Linda Lloyd
all USAID/Rwanda USDH staff
OIT
Rwanda Program Realignment Notebook



Rwanda Program Realignment Principles Used to Guide

Decisions on Participant Trainees

This paper summarizes how USAID/Rwanda is managing participant trainees (i.e., PTs or Thomas Jeffersons or "TJs") in this post-evacuation period. The following management principles are the result of extensive USAID/R staff discussions and meetings with USAID staff and contractors, including those who have worked on other program close-outs and who work in OIT. Where necessary, INS and STATE staff were also contacted.

The positions expressed below have guided USAID/Rwanda's decisions to date and should be used to guide future decisions regarding Rwandan participants in order to avoid inconsistencies in the treatment of participants. None of these positions contradict or replace training requirements as detailed in Handbook 10. Indeed, these positions only clarify what is unclear or where there is mission discretion. Additionally, files have been reconstructed on all the participant trainees who were "on the books" as of April 8, 1994, which is when the USAID/Rwanda program was suspended. These files are in AFR/EA with the Rwanda Desk Officer, with copies in OIT.

- 1 Participants and their current degree or non-degree programs
 - a The training programs referred to in this section are those specified in the PIO/Ps prepared in Rwanda by USAID/R, as amended. This section does not cover practical training (see section on practical training)
 - b Those in degree or non-degree programs will be allowed to finish their current degree or non-degree program, if they continue to make the progress USAID normally expects trainees to make (e.g., carry a full course load, and other standards delineated in Handbook 10)
 - c Those finishing a degree may not start a new degree. Thus, those in joint MS/PhD programs who are still in the MS portion of their program can obtain their MS degree, but they cannot start their PhD portion of their program

- 2 Participants after the original training ends

- a After a training program ends, participants receive the same benefits as they would if they could go back to Rwanda, e g , five days of stipend for long term trainees USAID/Rwanda has investigated reports of various types of support provided by USAID in the past What is presented below in this section is what has been confirmed as fact and is acceptable to USAID/Rwanda
- b USAID will continue to budget and reserve funds for a plane ticket back to Rwanda as the intent remains to get the Rwandan participants home to Rwanda
- c USAID/Rwanda has sent a letter to American PVOs/NGOs working on Rwanda to advise them of the availability of trained Rwandans for employment (see files)
- d If the trainees are unable to return to Rwanda those who finish their originally planned training program have the option of

- i Going to another country, preferably African, that is willing to accept them, e g , grant them a visa
- ii Requesting political asylum here in the U S
- iii Requesting Temporary Protective Status (TPS) here in the U S
- iv Developing and requesting USAID/R approval of a "practical training program "

If they chose none of the three above choices, they will be reported to the INS as being out of status and a non-returnee

a)

~~3~~ Participant trainee options detailed

1 Those opting to go to another country will

- 2* 1) Not be aided by USAID in their effort to obtain a visa
- 2* 2) Receive a one-way ticket from USAID for them and their authorized dependents, if USAID concurs in the country to which they are going The contractor will not be providing the ticket(s) unless explicitly authorized to do so by USAID
- 3* 3) Will be informed in writing by the relevant contractor that USAID will advise INS of their departure plans and expected change in status

ii Those requesting political asylum will

- 1* 1) Not be aided by USAID in their effort
- 2* 2) No longer be under a USAID/Rwanda visa sponsorship as the visa case is transferred to the INS
- 3* 3) No longer be eligible for health and accident coverage (HAC), as they would be INS's responsibility and INS does not provide such a coverage
- 4* 4) No longer be USAID's responsibility as USAID will formally communicate the change to INS

intent

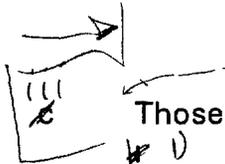
we are a subject under same Rwanda #

in writing

14

(2)

- 5) Will communicate questions and queries directly to the INS from the time the request is made until the INS rules on their case



Those requesting TPS will

- 1) Not be aided by USAID in their effort
- 2) No longer be under a USAID/Rwanda visa sponsorship as the visa case is transferred to the INS
- 3) No longer be eligible for health and accident coverage (HAC), as they are INS's charge
- 4) No longer be USAID's responsibility as USAID will formally communicate the change to INS
- 5) Have been advised by their contractors that TPS is not a USAID program, but an INS program and all questions should be directed to INS (It is an INS program that provides no direct financial support as does the USAID program)
- 6) Be advised that they are no longer managed by a contractor and that they must contact USAID/Rwanda directly to obtain assistance in getting their plane ticket(s) home to Rwanda, unless advised to do otherwise (e.g., contact the contractor or OIT)



Those developing and requesting USAID/R approval of a "practical training program" will

- 1) Be advised what constitutes a "practical training program"
- 2) Be encouraged to develop such programs in conjunction with their contractor
- 3) Continue to receive HAC benefits, if the practical training program is approved by USAID/R, subject to the availability of funds
- 4) Continue to be under USAID/Rwanda visa sponsorship
- 5) Continue to be managed by a contractor
- 6) Have, if at the end of their practical training program they are still unable to return to Rwanda, make a decision to
- Go to another country, preferably African, willing to accept them, e.g., grant them a visa,
 - Request political asylum here in the U.S., or
 - Request Temporary Protective Status (TPS) here in the U.S., if it is still an option

If they chose none of the three above choices, they will be reported to the INS as being out of status and a non-returnee

3. Practical Training Programs

- a Are essentially internships to help now-graduated trainees work in the

- areas for which they were trained
- b Must be approved by USAID/Rwanda
- c Are approved subject to appropriateness to the original training program objectives, the availability of funds to fund HAC, and other related costs as, in some cases, practical training programs may require some form of financial support or administrative support for the trainee from USAID
- d Are typically identified and developed by the participant in conjunction with the institution, where the participant is receiving his/her training and the contractor
- e Require PIO/P amendments *1994 ?*
- f Are not intended to be an option for participant trainees to pursue indefinitely The December USAID/Rwanda-AFR meeting on Rwanda must address this issue of new requests for a second round of "practical training "

when will the 1st round be over??

move to d III

5 Temporary Protective Status

- a Is a STATE and INS decision to invoke
- b Is a program which allows Rwandans to work in the U S for a specified period of time
- c Has been declared for Rwanda, effective for one year, beginning June 6, 1994, and can be expected to be reviewed by INS at least 30 days before June 5, 1995
- d Is an area where OIT is the resident USAID expert and should be consulted in cases where questions arise

A, 8

USAID, OIT and Contractor management of the Rwanda participants

- a Participants have been directed by letter (see files) to work through their contractor In turn, and if necessary, the contractor will contact OIT or USAID, as necessary, for any further clarifications
- b All USAID/Rwanda participants, except for those at Michigan State University and funded under the Food Security II Project, will be transferred to OIT to be passed on to its contractor PIET It is possible that PIET may do some further subcontracting with AAI and others, but those decisions are between OIT and their prime contractor, PIET
- c USAID/Rwanda has requested the current training contractors for participants to prepare files to turnover to OIT's contractor The required contents of those files have been detailed and communicated to the training contractors (see files)
- d USAID/Rwanda has requested PIET to prepare budgets reflecting how much it will cost to have participants managed under OIT's contract

(A)

with PIET

e With the budget information, USAID/Rwanda will finalize each PIO/P to ensure

- (1) that sufficient funds remain in the PIO/P and Project,
- (2) that the Project PACD has been extended as needed, and
- (3) that the PIO/P budget will be adjusted by USAID/Rwanda to add additional amounts for contingency using the principle that it is better to add funds now rather than later when they may no longer be available

The contingency amount above the standard 5 percent will have to cover any practical training that may arise after the PIO/P has been approved If the practical training is known before hand, its cost should be explicitly detailed in the PIO/P

should also be noted in para 3 prob if training program

5. # PIO/Ps

- a Amendments will be prepared, cleared, and approved using existing procedures that assume a functioning USAID/Rwanda
- b For participants whose PIO/Ps finish before December 31, 1994 and who are expected to apply for TPS, the PACD for their PIO/P will be changed to December 31, 1994 This common date was selected to facilitate the management of any future changes to PIO/Ps Before the end of December, USAID/Rwanda and AFR will meet to discuss the future of the USAID program in Rwanda Decisions from this meeting will be factored into any subsequent changes in PACDs
- c All amendments must be checked for their funding implications and management burden on the remaining USAID/Rwanda and AFR/EA staff
- d Control of funds in PIO/P is divided as follows
 - i USAID/OIT -- HAC
 - ii USAID/R or USAID/OIT -- one-way plane ticket home
 - iii USAID/OIT -- contingency beyond the basic 5 percent normally put in PIO/Ps
 - iv Contractor -- all other

Distribution

AFR/EA Linda Lloyd
all USAID/Rwanda USDH staff
OIT
OIT

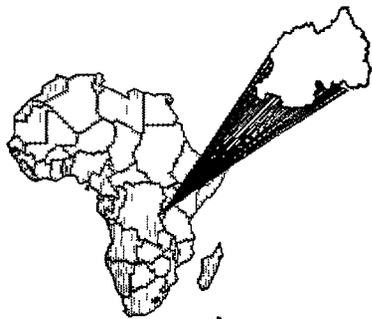
*

Rwanda Program Realignment Notebook

file DDijkerman 6/20/94 7/3/94 7/6/94 (May94 b\bk_pts 1

(e-)

66



Rwanda Program Realignment Principles Used to Guide

Decisions on Participant Trainees

DRAFT DRAFT DRAFT

This paper summarizes how USAID/Rwanda is managing participant trainees (i.e., PTs or Thomas Jeffersons or "TJs") in this post-evacuation period. The following management principles are the result of extensive USAID/R staff discussions and meetings with USAID staff and contractors, including those who have worked on other program close-outs and who work in OIT. Where necessary, INS and STATE staff were also contacted.

The positions expressed below have guided USAID/Rwanda's decisions to date and should be used to guide future decisions regarding Rwandan participants in order to avoid inconsistencies in the treatment of participants. None of these positions contradict or replace training requirements as detailed in Handbook 10. Indeed, these positions only clarify what is unclear or where there is mission discretion. Additionally, files have been reconstructed on all the participant trainees who were "on the books" as of April 8, 1994, which is when the USAID/Rwanda program was suspended. These files are in AFR/EA with the Rwanda Desk Officer, with copies in OIT.

- 1 Participants and their current degree or non-degree programs
 - a The training programs referred to in this section are those specified in the PIO/Ps prepared in Rwanda by USAID/R, as amended. This section does not cover practical training (see section on practical training)
 - b Those in degree or non-degree programs will be allowed to finish their current degree or non-degree program, if they continue to make the progress USAID normally expects trainees to make (e.g., carry a full course load, and other standards delineated in Handbook 10)
 - c Those finishing a degree may not start a new degree. Thus, those in joint MS/PhD programs who are still in the MS portion of their program can obtain their MS degree, but they cannot start their PhD portion of their program

- 2 Participants after the original training ends

- a After a training program ends, participants receive the same benefits as they would if they could go back to Rwanda, e g , five days of stipend for long term trainees USAID/Rwanda has investigated reports of various types of support provided by USAID in the past What is presented below in this section is what has been confirmed as fact and is acceptable to USAID/Rwanda
- b USAID will continue to budget and reserve funds for a plane ticket back to Rwanda as the intent remains to get the Rwandan participants home to Rwanda
- c USAID/Rwanda has sent a letter to American PVOs/NGOs working on Rwanda to advise them of the availability of trained Rwandans for employment (see files)
- d If the trainees are unable to return to Rwanda those who finish their originally planned training program have the option of
 - i Going to another country, preferably African, that is willing to accept them, e g , grant them a visa
 - ii Requesting political asylum here in the U S
 - iii Requesting Temporary Protective Status (TPS) here in the U S
 - iv Developing and requesting USAID/R approval of a "practical training program "

If they chose none of the three above choices, they will be reported to the INS s being out of status and a non-returnee

3 Participant trainee options detailed

- a Those opting to go to another country will
 - i Not be aided by USAID in their effort to obtain a visa
 - ii Receive a one-way ticket from USAID for them and their authorized dependents, if USAID concurs in the country to which they are going The contractor will not be providing the ticket(s) unless explicated authorized to do so by USAID
 - iii Will be informed in writing by the relevant contractor that USAID will advise INS of their departure plans and expected change in status
- b Those requesting political asylum will
 - i Not be aided by USAID in their effort
 - ii No longer be under a USAID/Rwanda visa sponsorship as the visa case is transferred to the INS
 - iii No longer be eligible for health and accident coverage (HAC), as they would be INS's responsibility and INS does not provide such a coverage
 - iv No longer be USAID's responsibility as USAID will formally communicate the change to INS

- v Will communicate questions and queries directly to the INS from the time the request is made until the INS rules on their case
- c Those requesting TPS will
- i Not be aided by USAID in their effort
 - ii No longer be under a USAID/Rwanda visa sponsorship as the visa case is transferred to the INS
 - iii No longer be eligible for health and accident coverage (HAC), as they are INS's charge
 - iv No longer be USAID's responsibility as USAID will formally communicate the change to INS
 - v Have been advised by their contractors that TPS is not a USAID program, but an INS program and all questions should be directed to INS (It is an INS program that provides no direct financial support as does the USAID program)
 - vi Be advised that they are no longer managed by a contractor and that they must contact USAID/Rwanda directly to obtain assistance in getting their plane ticket(s) home to Rwanda, unless advised to do otherwise (e g , contact the contractor or OIT)
- d Those developing and requesting USAID/R approval of a "practical training program" will
- i Be advised what constitutes a "practical training program "
 - ii Be encouraged to develop such programs in conjunction with their contractor
 - iii Continue to receive HAC benefits, if the practical training program is approved by USAID/R, subject to the availability of funds
 - iv Continue to be under USAID/Rwanda visa sponsorship
 - v Continue to be managed by a contractor
 - vi Have, if at the end of their practical training program they are still unable to return to Rwanda, make a decision to
 - (a) Go to another country, preferably African, willing to accept them, e g , grant them a visa,
 - (b) Request political asylum here in the U S , or
 - (c) Request Temporary Protective Status (TPS) here in the U S , if it is still an option
 If they chose none of the three above choices, they will be reported to the INS as being out of status and a non-returnee

4 Practical Training Programs

- a Are essentially internships to help now-graduated trainees work in the

- areas for which they were trained
- b Must be approved by USAID/Rwanda
- c Are approved subject to appropriateness to the original training program objectives, the availability of funds to fund HAC, and other related costs as, in some cases, practical training programs may require some form of financial support or administrative support for the trainee from USAID
- d Are typically identified and developed by the participant in conjunction with the institution, where the participant is receiving his/her training and the contractor
- e Require PIO/P amendments
- f Are not intended to be an option for participant trainees to pursue indefinitely The December USAID/Rwanda-AFR meeting on Rwanda must address this issue of new requests for a second round of "practical training "

5 Temporary Protective Status

- a Is a STATE and INS decision to invoke
- b Is a program which allows Rwandans to work in the U S for a specified period of time
- c Has been declared for Rwanda, effective for one year, beginning June 6, 1994, and can be expected to be reviewed by INS at least 30 days before June 5, 1995
- d Is an area where OIT is the resident USAID expert and should be consulted in cases where questions arise

6 USAID, OIT and Contractor management of the Rwanda participants

- a Participants have been directed by letter (see files) to work through their contractor In turn, and if necessary, the contractor will contact OIT or USAID, as necessary, for any further clarifications
- b All USAID/Rwanda participants, except for those at Michigan State University and funded under the Food Security II Project, will be transferred to OIT to be passed on to its contractor PIET It is possible that PIET may do some further subcontracting with AAI and others, but those decisions are between OIT and their prime contractor, PIET
- c USAID/Rwanda has requested the current training contractors for participants to prepare files to turnover to OIT's contractor The required contents of those files have been detailed and communicated to the training contractors (see files)
- d USAID/Rwanda has requested PIET to prepare budgets reflecting how much it will cost to have participants managed under OIT's contract

- with PIET
- e With the budget information, USAID/Rwanda will finalize each PIO/P to ensure
 - (1) that sufficient funds remain in the PIO/P and Project,
 - (2) that the Project PACD has been extended as needed, and
 - (3) that the PIO/P budget will be adjusted by USAID/Rwanda to add additional amounts for contingency using the principle that it is better to add funds now rather than later when they may no longer be available. The contingency amount above the standard 5 percent will have to cover any practical training that may arise after the PIO/P has been approved. If the practical training is known before hand, its cost should be explicitly detailed in the PIO/P.

7 PIO/Ps

- a Amendments will be prepared, cleared, and approved using existing procedures that assume a functioning USAID/Rwanda
- b For participants whose PIO/Ps finish before December 31, 1994 and who are expected to apply for TPS, the PACD for their PIO/P will be changed to December 31, 1994. This common date was selected to facilitate the management of any future changes to PIO/Ps. Before the end of December, USAID/Rwanda and AFR will meet to discuss the future of the USAID program in Rwanda. Decisions from this meeting will be factored into any subsequent changes in PACDs.
- c All amendments must be checked for their funding implications and management burden on the remaining USAID/Rwanda and AFR/EA staff.
- d Control of funds in PIO/P is divided as follows
 - i USAID/OIT -- HAC
 - ii USAID/R or USAID/OIT -- one-way plane ticket home
 - iii USAID/OIT -- contingency beyond the basic 5 percent normally put in PIO/Ps
 - iv Contractor -- all other

Distribution

AFR/EA Linda Lloyd
all USAID/Rwanda USDH staff
OIT
OIT
Rwanda Program Realignment Notebook

To Dirk Dijkerman@AFR SA1@AIDW
Cc Judy McKeever@OIT@AIDW, Claudia Cantell@AFR SA1@AIDW
Rita Evans@OIT@AIDW, Louanne Douris@AFR SA1@AIDW
Dwight Smith@AFR SA1@AIDW
Bcc
From Linda Walker@OIT@AIDW
Subject re RWANDA Where we are
Date Thursday, July 7, 1994 14 04 32 EDT
Attach
Certify N
Forwarded by

Dirk

I will leave the policy issues to Judy and the rest of you These comments are mostly on TPS

It is the legal right of all citizens of Rwanda, in the U S as of June 6, 1994, to apply for TPS - regardless of what status they are in from any other program Federal INS regulations on TPS override USAID Handbook 10

Therefore, it does not matter whether a person is in a USAID program for the entire period currently covered by TPS, or whether their program ends where in the middle of TPS All Rwandans should apply Certainly, you should advise the active participants not to apply if they are currently in a program, but I do not know how you would enforce or police that statement Since they have the legal right to apply, you/USAID could face some questions from Congressmen or immigration attorneys about violating the participants legal rights

I have never seen TPS eliminated once travel in and out of a specific country has resumed TPS is re-evaluated about 30 days prior to the expiration date, and a decision is made whether to extend (usually one year), or to end the TPS When TPS ended for Salvador, INS gave all citizens of El Salvador one additional year to return home - so, that could happen to Rwanda as well

A couple of observations

page 1, item 1(b) carrying a full course load is required (not expected of students) by the Exchange Visitor Regulations and Handbook 10

page 2, d they could also apply for a waiver of the two-year residency requirement based on a "No Objection" statement, hardship to a U S citizen spouse or child, interest of an interested Federal agency, or fear of political persecution Fear of political persecution as a waiver is different than applying for political asylum so there could be five choices

If you incorporate the waiver possibility with d 11 there would be four (not three) choices For last sentence, see next note

For #3b 1v INS has requested USAID not to report participants as non-returns during the course of TPS Reports could be forwarded to me, we will prepare the letters - but, the letters would not be forwarded to the INS until after the expiration of TPS

For C iv ^ and D v1 same as above

A suggested statement would be that USAID would advise INS immediately upon the completion of TPS of the non-returnee status of the participants in question

Please call if you have questions

To Kurt Fuller@AFR SA1@AIDW
Cc Linda Lloyd@AFR EA@AIDW,Dirk Dijkerman@AFR SA1@AIDW
B
F Louanne Douris@AFR SA1@AIDW
Subject Participant Follow up
Date Monday, July 11, 1994 15 35 59 EDT
Attach
Certify Y
Forwarded by

Kurt -

Linda, Dirk and I met this afternoon to discuss status of various participant issues/actions We would appreciate your follow up and/or action on these participants, per our discussion

Nathaniel Hishamunda and Pelagie Nyirahabimana

see if we can get files from DAI on them (Linda and/or I will copy for us and send original to OIT)

NOTE to Linda and Dirk - Kurt showed me PIO/P amendments (which I forgot I had cleared) making the PIOs "funded" and assuming USAID management They are silent on who is supposed to pay expenses, etc

I guess Linda or I will have to follow up with OIT to see if PIET has ever been advised that they must now assume financial management, etc , for these two and if anyone has paid their maintenance, etc , for July and onward (am not certain how often and for what time period such payments are made)

Then we will have to amend the PIO yet again to include PIET as manager (We probably should check on this with OIT, also)

Theogene Mbabaliye

You may be ahead of us on this one, also -

Theogene told Claudia last week that his research proposal had not/not been reviewed by a university committee His professor told you that it had

Could you please do a memo or letter to PIET, with copies to Theogene and the professor, requesting clarification of status of proposal - was it reviewed as appropriate, or is that review still to come? If you have other questions about the proposal and why it costs so much, please put those in writing also, if that has not already been done by Claudia We need a paper trail, as well as appropriate justification for such an expensive proposal

Fred Ntawukulirayo

The most recent version of Claudia's memo on participants indicates that he is 10 credits behind where he should be at this point in his program A letter written by (presumably) his major professor on June 2 states he is well on track to finish next spring, as they had previously stated

74

We need a memo or letter to PIET, with copies to Felicien and the University, and probably his professor, laying out our/our understanding of his status, as much as we can tell from the documents available to us and requesting a response/explanation in writing from the university

We have previously received some explanation/justification from the University as to why he needed an extension of time to complete his program, but I frankly don't know if the extension was needed only/only because of the change to a thesis program or whether it would have been needed in any case to complete the non-thesis program. Personally, at this point, I am less concerned about the proposed extension until next May (the last date I heard about) than I am about whether or not he will be able to finish by that date

We are simply getting too many conflicting (or seemingly so) bits of information from the university

thanks

To Dirk Dijkerman@AFR SA1@AIDW
Cc Judy McKeever@OIT@AIDW, Claudia Cantell@AFR SA1@AIDW
Rita Evans@OIT@AIDW, Louanne Douris@AFR SA1@AIDW
Dwight Smith@AFR SA1@AIDW
Bcc
From Linda Walker@OIT@AIDW
Subject re RWANDA Where we are
Date Thursday, July 7, 1994 14 04 32 EDT
Attach
Certify N
Forwarded by

Dirk

I will leave the policy issues to Judy and the rest of you These comments are mostly on TPS

It is the legal right of all citizens of Rwanda, in the U S as of June 6, 1994, to apply for TPS - regardless of what status they are in from any other program Federal INS regulations on TPS override USAID Handbook 10

Therefore, it does not matter whether a person is in a USAID program for the entire period currently covered by TPS, or whether their program ends somewhere in the middle of TPS All Rwandans should apply Certainly, you should advise the active participants not to apply if they are currently in a program, but I do not know how you would enforce or police that statement Since they have the legal right to apply, you/USAID could face some questions from Congressmen or immigration attorneys about violating the participants legal rights

I have never seen TPS eliminated once travel in and out of a specific country has resumed TPS is re-evaluated about 30 days prior to the expiration date, and a decision is made whether to extend (usually one year), or to end the TPS When TPS ended for Salvador, INS gave all citizens of El Salvador one additional year to return home - so, that could happen to Rwanda as well

A couple of observations

page 1, item 1(b) carrying a full course load is required (not expected of students) by the Exchange Visitor Regulations and Handbook 10

page 2, d they could also apply for a waiver of the two-year residency requirement based on a "No Objection" statement, hardship to a U S citizen spouse or child, interest of an interested Federal agency, or fear of political persecution Fear of political persecution as a waiver is different than applying for political asylum so there could be five choices

If you incorporate the waiver possibility with d 11 there would be four (not three) choices For last sentence, see next note

ref #3b iv INS has requested USAID not to report participants as non-returns during the course of TPS Reports could be forwarded to me, we will prepare the letters - but, the letters would not be forwarded to the INS until after the expiration of TPS

For C 1v and D v1 same as above

A suggested statement would be that USAID would advise INS immediately upon
the completion of TPS of the non-returnee status of the participants in
question

Please call if you have questions

To Linda Walker@OIT@AIDW, Judy McKeever@OIT@AIDW
Carolyn Coleman@OIT@AIDW, Rita Evans@OIT@AIDW
Cc Claudia Cantell@AFR SA1@AIDW
Louanne Douris@AFR SA1@AIDW, Dwight Smith@AFR SA1@AIDW
Bc
From Dirk Dijkerman@AFR SA1@AIDW
Subject RWANDA Where we are
Date Wednesday, July 6, 1994 17 39 27 EDT
Attach B \BK_PTS 1
Certify N
Forwarded by

Attached is a DRAFT of what I see as USAID/Rwanda's understanding of how we are trying to manage participant trainees. It has been reviewed "in-house" which is to say USAID/Rwanda staff. Now before I "finalize it, I'd appreciate your comments and clarifications. If possible, I'd like your comments by Tuesday of next week. To make it easy for you, I will assume that no comments means that I'm on target.

In addition to the attached draft, I have a few questions for the TPS expert amongst you. Here goes:

(a) if a participant has started to process of applying for TPS and he/she then finds a "practical training" opportunity, can or must the TPS request be stopped?

(b) can a trainee apply for TPS while still being a student? He/she may do this as an insurance policy if he/she doesn't get back to Rwanda or find a practical training opportunity?

(c) what happens if commercial flights back to Rwanda begin in October 1994, well before the end of TPS? Does TPS get jerked or do these people get to stay in the US at least until the current TSP termination date of June 5, 1995?

I will incorporate your responses to these questions into the attached draft.

Again, thanks for your assistance. Regards, Dirk

78

To Douglas Brandt@HR PS@AIDW
Cc
B
F Nora Benton-Lewis@HR PS@AIDW
Subject FSNs of our former USAID in Rwanda
Date Thursday, July 14, 1994 11 20 26 EDT
Attach
Certify Y
Forwarded by Nora Benton-Lewis@HR PS@AIDW

Forwarded to Douglas Brandt@HR PS@AIDW
cc
Forwarded date Friday, July 15, 1994 17 06 04 EDT
Comments by Nora Benton-Lewis@HR PS@AIDW
Comments

----- [Original Message] -----

The examples Phyllis Forbes mentions appear to have been informal, and GC and FM can advise on their legality

I contacted STATE/PER/FSN and the STATE and AID Rwanda desk officers to inquire whether State had set up a voluntary donation drive to assist the FSN Rwandans. I was advised by STATE that it has not set up any type of fund to assist individual FSN Rwandans, however, the State desk officer thought the idea was worth pursuing for all agencies' participation

From my discussion with Richard Silc in M/FM/PPC, it appears that there is not much the Agency can do in an official or formal voluntary capacity to financially assist individual FSN Rwandans who have become refugees. First, relevant to voluntary contributions, the Treasury Department regulations prohibit agencies from establishing accounts outside the Treasury. Second, although GC has to make the call on whether the Agency can use its funds to assist individual FSN Rwandans, we doubt whether this can be done. If we were to use Agency funds for this purpose, it could open the door for criticism from persons inside and outside the USG that the FSNs in our evacuations from Sudan, Liberia, Zaire, etc were not given the same treatment, and it would set a precedent for tragedies that occur from now on. Mr Silc suggested that we consider making voluntary contributions through AFSA or through a PVO (such as CRS or CARE) in the names of employees. OFDA can provide us with a list of the PVO organizations, but the PVOs may have a problem with distributing the funds to a select group of Rwandans. If this is the case, then AFSA may be the best vehicle to accept and distribute employee donations.

I expect to meet with the Rwanda USAID executive officer today for a detailed briefing on the status of the FSNs. However, so far, I have learned from the USAID/Rwanda team that those FSN Rwandans who have showed up at the US Cons' doors in Kenya and Uganda will be kept on their payrolls until July 31, after which they can use their sick leave up until October, 1994. Those FSNs which the missions cannot place in jobs will be taken off the payroll effective the beginning of the new fiscal year. The missions could explore whether any of the PVOs can hire the FSNs who will be dropped from the USAID payrolls in October.

In regards to the concern to find a mechanism for rehabilitation and/or resettlement grants to the FSN Rwandans, OFDA is coordinating and facilitating the USG's response to assist Rwandan refugees. In May, a cluster and response team was dispatched to the neighboring countries of Rwanda to work with NGOs and the ICRC. The response team included a grants and contracts officer as well as a STATE representative of the Population, Refugee, and Migration Office. The response team has been meeting with the UN and NGOs to coordinate assistance for refugees in neighboring countries and displaced in country. Assistance such as food, non-food relief such as temporary shelter, medical and relief supplies, and agricultural packs are being distributed to displaced persons and refugee camps. In addition, OFDA has provided grants to several NGOs and international organizations to implement their Rwanda relief projects. Rwandans are even at this moment fleeing to the neighboring country of Zaire. Consequently, assistance for rehabilitation and resettlement is not yet a focus of the humanitarian effort.

To Carol Lancaster@AID A@AIDW
Cc John Hicks@AFR AA@AIDW, Frank Almaguer@HR OD@AIDW
Harald Marwitz@FA B@AIDW
Subject FSN Employees of our former Mission in Rwanda
Date Thursday, July 7, 1994 9 21 36 EDT
Attach
Certify N
Forwarded by Frank Almaguer@HR OD@AIDW

Forwarded to Douglas Brandt@HR PS@AIDW
cc
Forwarded date Tuesday, July 12, 1994 8 29 43 EDT
Comments by Frank Almaguer@HR OD@AIDW
Comments

Did I share this with you earlier? Ideas?

=====
Forwarded to Frank Almaguer@HR OD@AIDW, Phyllis Forbes@AA FA@AIDW
cc
Forwarded date Friday, July 8, 1994 11 33 20 EDT
Comments by Janet Allem@AID A@AIDW
Comments

Byrne would like your views on this What is our policy? What can be done? Thanks

=====
Forwarded to Larry Byrne@AID A@AIDW, Jennifer Windsor@AID A@AIDW
cc
Forwarded date Thursday, July 7, 1994 10 51 22 EDT
Comments by Carol Lancaster@AID A@AIDW
Comments

This might be a nice thing to do -- some sort of fund for FSN's who have become refugees from their own country Can we do anything official - 1 e , with AID funds? Should we start something to be contributed to by AID personnel? I would be willing to contribute

Not only might be the right thing to do It would likely give a boost to morale around here and in the field too

----- [Original Message] -----

I have just learned that one of our former Mission employees and his family have escaped the carnage in Rwanda and are safely if not securely esconsed in Uganda This employee, Boneventure Nyibisi, was previously imprisoned and h family persecuted by the previous government When the AID Mission Director and the Ambassador were unable to affect his release, I took the initiative as a member of a World Bank structural reform mission through discussions with the Prime Minister to obtain his release Hence, I have a personal and a professional interest in his welfare and the welfare of his family I strongly believe that the Agency and the U S Government also

have an obligation to do what they can to help such people reestablish their lives and to offer them a temporary livelihood if something has been done for these people so much the better but if nothing has been done, I think that it is high time that something official like a rehabilitation fund be established to help these folks in the turmoil of rightsizing, downsizing and whatever sizing, it is only too easy to overlook the human side of our commitment to development and the many FSNs who have helped us achieve our goals over the years. Some kind people like Dirk Dikerman have dug deeply into their own pockets to help out our former employees. While extremely commendable, such efforts do not begin to address the real needs of our former employees. This is where the agency has an obligation to do something. The something could be a voluntary fund established to solicit contributions from caring employees or a mechanism for rehabilitation and/or resettlement grants to those affected by the genocide and turmoil caused by the Ugandan invasion of Rwanda. I am writing to you directly because this is no time for bureaucratic second-guessing and mumbo jumbo. Many thanks.

To Linda Walker@OIT@AIDW, Judy McKeever@OIT@AIDW
Carolyn Coleman@OIT@AIDW, Rita Evans@OIT@AIDW
C Claudia Cantell@AFR SA1@AIDW
Louanne Douris@AFR SA1@AIDW, Dwight Smith@AFR SA1@AIDW
B
From Dirk Dijkerman@AFR SA1@AIDW
Subject RWANDA Where we are
Date Wednesday, July 6, 1994 17 39 27 EDT
Attach B \BK_PTS 1
Certify N
Forwarded by

Attached is a DRAFT of what I see as USAID/Rwanda's understanding of how we are trying to manage participant trainees. It has been reviewed "in-house" which is to say USAID/Rwanda staff. Now before I "finalize it, I'd appreciate your comments and clarifications. If possible, I'd like your comments by Tuesday of next week. To make it easy for you, I will assume that no comments means that I'm on target.

In addition to the attached draft, I have a few questions for the TPS expert amongst you. Here goes:

(a) if a participant has started to process of applying for TPS and he/she then finds a "practical training" opportunity, can or must the TPS request be skipped?

(b) can a trainee apply for TPS while still being a student? He/she may do this as an insurance policy if he/she doesn't get back to Rwanda or find a practical training opportunity?

(c) what happens if commercial flights back to Rwanda begin in October 1994, well before the end of TPS? Does TPS get jerked or do these people get to stay in the US at least until the current TSP termination date of June 5, 1995?

I will incorporate your responses to these questions into the attached draft.

Again, thanks for your assistance. Regards, Dirk

**USAID/Rwanda - WLI Meeting on
Closing Out Projects
June 3, 1994**

Suggested Agenda

Purpose of Meeting begin process of closing out WLI projects with
USAID/Rwanda

I General Comments

II Issues on the Cooperative Agreement (CA)

III End of Project Reports

IV Commodities

A inventories

B disposition of new, undelivered commodities

C disposition of used commodities

D timing

V Participant Trainees (none)

VI Financial Matters

VII Other Issues

**USAID/Rwanda - WLI Meeting on
Closing Out Projects
June 3, 1994**

Suggested Agenda

Purpose of Meeting begin process of closing out WLI projects with
USAID/Rwanda

- I General Comments
 - A Situation in Rwanda
 - B USAID Meetings on Rwanda program realignment

- II Issues on the Cooperative Agreement (CA)
 - A REDSO/ESA RCO Kim Kester visit
 - B Any and all commitments regarding the CA come from KKester
 - C timing

- III End of Project Reports
 - A WLI
 - B TA
 - C timing *ready July*

- IV Commodities
 - A inventories
 - 1 purchased commodities "on site"
 - 2 purchased commodities on route, but not in Rwanda
 - 3 purchased commodities in Rwanda, but not yet "on site"
 - 4 PSU provided commodities (e g , furniture for houses)
 - 5 "unique" circumstances regarding commodities (e g , vehicle in Burundi)
 - B disposition of new, undelivered commodities
 - 1 return to vendor for credit, if possible, and return funds to project
 - 2 does WLI want/need commodities on other WLI projects with USAID (e g , Uganda, Malawi), other projects can reimburse WLI/Rwanda project
 - 3 does a USAID want/need commodities
 - C disposition of used commodities
 - 1 grant to WLI or other NGO
 - 2 prepare memo to turn over to USAID (e g , Burundi)
 - D timing
 - 1 inventory turnover
 - 2 diversion of commodities
 - 3 other

→ export 1/11



- V Participant Trainees
 - A status
 - B who will manage
 - C timing of turnovers

- VI Financial Matters
 - A Budgets
 - B vouchers
 - C accruals
 - D timing of submissions

- VII Other Issues
 - A CA TA claims for lost commodities
 - B Letters of Recommendation/points of contact

e (IAIF)
d

**USAID/Rwanda Inventory
NON-EXPENDABLE PROPERTY SUMMARY REPORT/FY-1993**

C	Ctl No	Fund Code	FSI Index	Item	Description	Qty	Total Cost	Sub-Total
	70	1	36	BINDING MACHINE	BOOK BINDING MACHINERY TYPE KOMBO IBICO	1	445 00	
310	100	1	71	BOOKCASE	SECTION WOOD W/I COMPART & GLASS DOOR	6	1020 00	
310	120	1	71	BOOKCASE	OFFICE WOOD	27	3580 14	
310	180	1	71	CABINET	FILING METAL, LEGAL SIZE W/2 DRAWERS GRAY	22	6603 01	
310	190	1	71	CABINET	FILING METAL, LEGAL SIZE W/4 5 DRAWERS GRAY	10	3457 85	
310	200	1	71	CABINET	METAL,SAFE, W/ 2 DRWS	1	1675 00	
310	210	1	71	CABINET	FILING METAL, LEGAL SIZE, W/4 5 DRAWERS	14	3328 05	
310	230	1	71	CABINET	FILING, METAL, SAFE, COMBINATION LOCK 4 DRWS	1	750 00	
310	250	1	71	CABINET	STORAGE WOOD WHITE, 2DOORS 18 COMPARTMENT	1	25 00	
310	260	1	71	CABINET	STORAGE METAL, W/2 DOORS AND SHELVES GRAY	1	150 00	
310	300	1	71	CALCULATOR	ELECTRIC DESK TYPE	26	3617 48	
310	310	1	71	CALCULATOR	ELECTRONIC HAND/ POCKET	2	178 00	
310	400	1	71	CHAIR	SWIVEL, W/O ARMS	48	5891 00	
310	420	1	71	CHAIR	STRAIGHTBACK, METAL	55	4365 50	
310	430	1	71	CHAIR	STRAIGHTBACK, WOOD W/ARM	48	6 676 34	
310	440	1	71	CHAIR	MANAGERIAL, W/ARMS	34	6,497 65	
310	450	1	71	CHAIR	SWIVEL, WOOD W/ARMS	6	1101 95	
310	530	1	74	COPYING MACHINE	OFFICE TYPE	5	28404 56	
310	540	1	71	COSTUMER	WOOD W/ BRASS HOOKS	2	195 00	
310	570	1	71	CREDENZA	OFFICE WOOD 6DRWS 2 DOORS	3	1521 00	
310	600	1	71	DESK ATTACHMENT	METAL TOP FORMICA 2 DRWS	4	1732 00	
310	630	1	71	DESK OFFICE	METAL, FORMICA TOP, LARGE	36	20824 86	
310	650	1	71	DESK OFFICE	WOOD W/3 DRWS	8	1500 92	
310	660	1	71	DESK OFFICE	WOOD, EXECUTIVE W/5 DRWS	4	2120 00	
310	670	1	71	DESK, OFFICE	MANAGERIAL, WOOD EXECUTIVE, 7 DRWS	9	5426 82	
310	677	1	74	TABLE	COMPUTER, WOOD	43	13136 09	
310	700	1	41	DISPENSER	WATER COOLING ELECTRIC, W/ PLASTIC BOTTLE	3	957 00	
310	820	1	62	LAMP, DESK	DESK LAMP	8	361 45	
310	845	1	71	PARTITION	OFFICE, WOOD WHITE	3	390 00	
310	987	1	71	DATA RACK	4 WAY, BLACK WALNUT, 36"	3	636 21	
310	1033	1	71	RECORDER	VIDEO	1	493 00	
310	1065	1	71	SHELVES	METAL	18	1111 00	
310	1080	1	36	SHREDDING MACHINE	INTIMUS 007S	1	3272 00	
310	1090	1	71	SOFA	OFFICE, TWO SEATERS	3	1233 58	
310	1130	1	71	STAND	TYPWRITER METAL	36	7769 00	
310	1135	1	71	STAND	METAL, GRAY W/TOP WOOD, 3 LEAVES	1	129 00	
310	1140	1	75	HEAVY STAPLER	STAPLING MACHINE	1	76 50	
310	1160	1	58	SWITCHBOARD	SWITCHBOARD TELEPHONES X 20 DECONFIGURED	1	18845 70	
310	1190	1	71	TABLE	OCCASIONAL,END, WOOD W/I DRW AND 1 SHELF	3	428 58	
310	1200	1	71	TABLE	COFFEE WOOD	1	299 00	
310	1210	1	71	TABLE	OFFICE, METAL, CONFERENCE	1	300 00	
310	1220	1	71	TABLE	OFFICE, WOOD, CONFERENCE	6	288 00	
310	1235	1	71	TABLE	WHITE	3	235 00	
310	1250	1	58	TELEPHONE	SUPER SET	12	450 00	
310	1290	1	71	TYPEWRITER	NON PORT, ELEC	23	12272 22	
310	2999	1	99	CANOPY	METAL FRAME, BLUE & WHITE	14	2185 73	
310	2999	1	99	MISCELLANEOUS	OFFICE	8	18315 00	
SUB-TOTAL OT OBJ. CLASS 310								\$194,271 19
311	3010	1	71	BEDFRAME, HH	SINGLE, WOOD WITH HEADBOARD	11	1524 45	
311	3030	1	71	BEDFRAME, HH	QUEEN, WOOD W/ HEADBOARD	4	1034 50	
311	3060	1	72	BEDSPRING, HH	SINGLE, WOOD, W/ BOXSPRING	20	3133 36	
311	3080	1	72	BEDSPRING, HH	QUEEN SIZE	8	976 27	
311	3130	1	71	BOOKCASE, HH	WOOD	63	14019 06	
311	3140	1	71	CREDENZA	WOOD,2 DOORS, 4 DRAWERS	18	8352 70	

Handwritten mark

USAID - RWANDA / EXPENDABLE REPORT / FY-1993

Item	NSN Number	Item	Description	Qty	Unit	Unit Price	Total
1		AID 1420 49	CONTRACT/AGREEMENT DATA SHEET	1	HD	2 16	2 16
2		AID 7-46	MISSION ADVICE OF CHARGE	1	HD	3 90	3 90
3		AID 7 49	NOTICE OF ALLOWANCE & TRAVEL/TRANSIT TIME	1	HD	2 91	2 91
4	D 25	AID DECALS	WATER PROOF VINYL, 1 1/2 X 2 5/8", LOT/1000	1	LOT	147 00	147 00
5	D 45	AID DECALS	WATER PROOF VINYL, 2 5/8 X 4-1/2" LOT/1950	1	LOT	225 00	225 00
6	MA 65	AID EMBLEMS	ALUMINUM 4" X 6 5/8"	100	EA	4 95	495 00
7	P 15	AID LABELS	PRESSURE SENSITIVE PAPER 1 X 1 1/2 LOT/850	2	LOT	83 00	166 00
8		AID LABELS	PROPERTY OF U S GOVERNMENT ROLL/500	14	RL	18 00	252 00
9	7510 00 207 0075	AIR FRESHNER	FOR BATHROOM	9	EA	0 44	3 96
10	8137 00 4644	BAND AID	SHEER STRIPS 1 X 3 , 12 BX OF 100/CTN	1	EA	68 99	68 99
11	7510 00 579 2751	BINDER	BLACK 3 RING 2" CAPACITY	7	EA	2 59	18 13
12	7510 00 285 5995	BINDER CLIPS	BIG	6	DZ	3 02	18 12
13	7510 00 223 6807	BINDER CLIPS	MEDIUM	67	DZ	1 21	81 07
14	7510 00 282 8201	BINDER CLIPS	SMALL	14	DZ	0 48	6 72
15	L6 67073	BINDER DATA	ACCODATA MATE DATA W/ DATA HANDLE, BLUE	25	EA	8 25	206 25
16	L6 67071	BINDER, DATA	ACCODATA MATE DATA, W/ DATA HANDLE, BLUE	25	EA	8 25	206 25
17	L6 67079	BINDER DATA	ACCODATA MATE DATA, W/ DATA HANDLE, BLUE	25	EA	8 25	206 25
18	L6 54076	BINDER DATA	PRESSTEX 14 7/8 X 11", GREEN	10	EA	5 40	54 00
19	L6 54079	BINDER, DATA	PRESSTEX 14-7/8 X 11", RED	20	EA	5 40	108 00
20	7510 00 965 2443	BINDER LOOSE LEAF	FOR TAB MACHINE PAPER, 14-7/8 X 11", BLACK	30	EA	1 55	46 50
21	7510 00 965 2442	BINDER LOOSE LEAF	FOR TAB MACHINE PAPER, 14-7/8 X 11", BLUE	36	EA	5 46	196 56
22	PACKING MATERIAL	BLANKET PAPER	ON ROLL 120 cm X 50 cm ROLL	5	RL	49 08	245 40
23	7530 00 222 3440	BLOTTER	GREEN	3	EA	0 23	0 69
24	7530 00 222 3440	BLOTTER DESK	GREEN	10	EA	0 23	2 30
25	7530 00-034-0227	BON DE COMMANDE		3	EA	8 90	2 67
26	7530 00 222 3525	BOOK, ACCOUNTING	RECORD 8" X 10-1/2"	24	EA	2 24	53 76
27	7530 00 286-8363	BOOK, ACCOUNTING	RECORD, 8 1/2" X 14"	24	EA	5 09	122 16
28	8115 00 117 8249	BOX	FILE RETIREMENT 25 PER BD	10	BD	16 88	168 80
29	7920 00 772 5800	BRUSH	NYLON	24	EA	2 16	51 84
30	7920 00 772 5800	BRUSH TOILET	NYLON	24	EA	2 16	51 84
31	0182 72 44-5905	CANDLES	WATER FILTER CERAMIC	40	EA	12 80	512 00
32	7530 01-072-2539	CARBON PAPER	COPYSETTE, 8 1/2 X 11", BLUE BX/500SHTS	4	BX	4 03	16 12
33	7530 00-072 2538	CARBON SETS	MANIFOLD, 8 1/2 X 11	5	BX	4 03	20 15



July 6, 1994

Bonnie Ricci
Director
Development Management
World Learning Inc
1015 15th Street, N W , Suite 750
Washington, DC 20005

Dear Bonnie

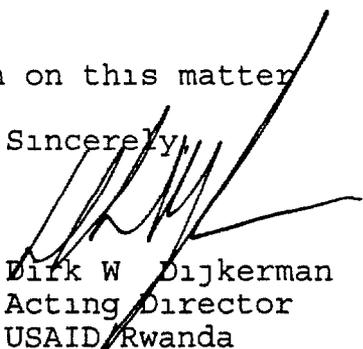
Thank you for your letter of June 6, 1994 through which you officially transfer the two vehicles noted below back to USAID. Thus, USAID hereby acknowledges their receipt from World Learning, Inc

1 ea 1993 Jeep Cherokee Sport, 4X4, license no VP0536, DIG Project, and

1 ea 1993 jeep Cherokee Sport, 4X4, license no VP0538, PVO Support Project

USAID appreciates WLI's immediate action on this matter

Sincerely,


Dirk W Dijkerman
Acting Director
USAID/Rwanda

[Handwritten initials]

MEMORANDUM

June 23, 1994

To. Myron Golden, USAID/Burundi

From. Dirk W. Dijkerman, USAID/Rwanda 

Subject: Transfer of Two (2) Jeep Cherokees from USAID/Rwanda to USAID/Burundi
 -- License Plate Number VP 0536 (DIG Project Vehicle)
 -- License Plate Number VP 0538 (PVO Support Project Vehicle)

Reference World Learning Inc Memo dated June 6, 1994
 Decision to Terminate On-going Projects taken May 24, 1994
 Cooperative Agreement No. 623-0136-A-00-3199-00 (PVO Support)
 Cooperative Agreement No. 623-0133-A-00-3198-00 (DIG)

Background

Given the instability experienced in Rwanda since the beginning of April 8, 1994, USAID/Rwanda evacuated Kigali by vehicle convoy on April 9, 1994. On April 10, 1994, two Jeep Cherokee Sports provided to World Learning Inc. as implementor of the USAID-funded Rwandan PVO Support Project (Cooperative Agreement No. 623-0136-A-00-3199-00), and the Democratic Initiatives and Governance Project (Cooperative Agreement No. 623-0133-A-00-3198-00) were relinquished to USAID/Rwanda.

USAID/Rwanda met on May 24, 1994, with the Africa Bureau to determine appropriate actions with regard to Mission activities. At this meeting it was agreed that all activities not directly related to the provision of necessary humanitarian assistance be terminated.

In response to this decision the World Learning Inc. formally transferred the vehicles to USAID/Rwanda on June 6, 1994.

Discussion.

USAID/Rwanda has reviewed the events of the past two (2) months and probable scenarios for the months to come. It is the assessment of the USAID/Rwanda

Mission that the subject vehicles can best serve the needs of the Agency for International Development by being formally transferred to USAID/Burundi.

The subject vehicles are currently in Bujumbura. Therefore, there will be no additional transport cost to the US Government. Furthermore, the required humanitarian assistance to the Burundi-Rwanda Sub-region (including Zaire, Uganda, and Tanzania) is expected to exceed the vehicle and logistical support of the existing USAID vehicle fleet in Bujumbura.

For the reasons stated, USAID/Rwanda proposes to formally transfer the subject vehicles to USAID/Burundi. These vehicles may be used as USAID/Burundi deems appropriate with USAID/Rwanda retaining no rights or priorities.

Action:

Please indicate by signing below acceptance of the two (2) subject vehicles, and the termination of any further responsibility therefore by USAID/Rwanda.

Accept: *Myron Holm*

Decline: _____

Date: *June 24, 1994*

- Drafted USAID/Rwanda/PRM:DASmith(das).08-June-94
- Clearance: USAID/Rwanda/PRM: L.Douris (Draft June 8, 1994)
- USAID/Rwanda/EXO: R. Reddy (Fax June 14, 1994)
- M/AS/OMS: K. Hickman (Fax June 21, 1994)
- REDSO/ESA/RCO: K. Kester (E-mail June 10, 1994)
- REDSO/ESA/RLA S Page (E-mail June 13, 1994)

MEMORANDUM

DATE May 25, 1994
FROM Bill Martin, Health and Population Officer *RM*
SUBJECT USAID/Rwanda's Health and Population Role Post Evacuation
TO Dirk Dijkerman, A/DIR

Please find attached a copy of what the Health and Population Office believes is possible to assist in the Rwandan emergency and in keeping A I D 's development assistance presence alive should the Agency decide to re-establish a sustainable development assistance program there They follow the guidelines of the "USAID/Rwanda Development Portfolio Re-Alignment Plan," dated 5/10/94 I understand that the preliminary reaction to this plan was somewhat negative Do you think that we have a chance of altering this position?

I do believe that these items are in our managerial interest and that we can set the wheels in motion rather quickly and then let them run on their own with guidance from the remaining USAID/Rwanda representative, PVOs and Global Interest from the contractor and PVO community (particularly CARE and the SEATS Project) is high We will commence getting AIDSCAP on board shortly Other elements will be discussed if AFR alters its position on permitting family planning or reproductive health assistance

I do think it is very shortsighted of AFR to nix these activities Administrator Atwood has gone on record stating, "early disaster relief may include feeding programs, disease control and emergency medical services, including immunizations, child survival interventions, and maternal and reproductive health " That is good enough for me and, perhaps, AFR needs to be reminded of this statement

We welcome your feedback

cc Al Dwight Smith
Chris Grundmann

USAID/Rwanda's Health and Population Role Post-Evacuation

DRAFT

USAID/Rwanda, post-evacuation, finds itself in the awkward role of being a development-oriented organization with support mechanisms that require a bilateral partner. Nevertheless, there are a limited number of useful activities that the Health and Population Office can focus on in order to 1) facilitate the substantial humanitarian assistance efforts of the USG that are currently being implemented, 2) orchestrate a limited reproductive health/AIDS prevention program in the displaced and refugee camps, and 3) prepare the ground for a limited set of development activities for when the atrocities stop, a cease-fire is activated and peace negotiations commence.

Because of USAID/Rwanda's focus in its CPSP on the provision of reproductive health services and support, our proposed activities post-evacuation will continue to center on this area where A I D has a comparative advantage. Just as the majority of the donor community avoided this important area in the developmental context prior to the April 1994 explosion, we suspect it will be avoided post-war. Utilizing very limited bilateral funding, limited OYB budget, an existing AIDS prevention project (AIDSCAP) and selected components of the central project support of the Centers of Excellence in Health and Population, we think that we can provide useful, albeit limited, support to Rwanda in the short and intermediate terms.

Immediate and Short Term Potential

Facilitation Role Provide information while facilitating the work of groups providing health-related humanitarian assistance to Rwandan population groups both inside and outside Rwanda's borders. This already includes collaboration with OFDA, UNICEF, central project assistance to groups working with unaccompanied orphans, and linkages with the Africa and Global Bureaus.

Short-term Reproductive Health Technical Assistance Support If legal opinion permits and neighboring USAID Missions support the idea, use limited bilateral funds to finance an assessment of the potential to provide reproductive health services to Rwandan population groups.

Continuing On-going Central Project Support CARE International's maternal health and family planning project was providing reproductive health (including STDs work) activities in the region of Byumba. As much of Byumba is now displaced (but remaining as administrative units in a displaced setting) CARE should be able to continue providing resources to the target displaced populations.

Contraceptive Commodity Support Provide modern contraceptives, particularly injectable hormone methods (If central contract has been let If not, work with UNFPA to ensure its provision) to those health-oriented groups working with Rwandan population groups so that those couples wishing to continue practicing contraception may continue those services

Category I Potential

HIV/AIDS Prevention Using Mission-provided funding, a fairly vibrant AIDS prevention and control activity has potential to make a marked impact within Rwandan population groups utilizing the central AIDSCAP project vehicle This project could be relatively easily restructured to continue to follow the AIDSCAP project mandates while meeting the realities of postwar Rwanda by re-drafting the AIDSCAP/Rwanda Country Plan The postwar program would include the following components

- condom distribution via social marketing combined with information campaigns
- sexually transmitted diseases control and prevention (training, service delivery, logistical support)
- information, education and communication campaigns with the goal of informing populations of the risk of unprotected sexual activity

Key issues remain whether AIDSCAP can utilize AIDSCAP/Rwanda dedicated technical assistance, how quickly the central and regional offices can respond, and which NGOs and PVOs are most appropriate to respond to the needs Population Services International and CARE International are particularly well-suited PVOs

CARE International Maternal Health/Family Planning Project This on-going activity could continue to its PACD, xx/96

Provision of Reproductive Health Expertise Central funds would be required to fund TDYs to Rwanda to build on the progress made by the initial reproductive health assessment while beginning to help re-establish the substantial family planning/reproductive health network that existed prior to the outbreak of the April 1994 war This would entail the provision of logistical, technical and material support to link-up with and piggy-back onto the activities that other donors will be implementing while convincing them of the importance of the reproductive health priority in post-war Rwanda

Provision of Contraceptive Commodities Central support could supply the Rwandan health care network with contraceptive products Because we know what the most popular methods are the method mix could be limited to oral contraceptives, condoms and depo-provera

Equipment Depending upon initial assessments in post-war Rwanda, equipment could be provided to the health care infrastructure. Opportunities will exist to link the government, church-affiliated and other private facilities into the network. This will require central support.

MEMORANDUM

DATE August 5, 1994

FROM Bill Martin, USAID/Rwanda Health and Population Officer *WBM*
S Denise Rouse, AIDSCAP Project Officer, G/PHN/H/HIV-AIDS DFT

SUBJECT **AIDSCAP/Rwanda Emergency Reconfiguration, SECOND UPDATE**

TO DISTRIBUTION

This is the second in a series of updates on the AIDSCAP/Rwanda intervention which will be assisting Rwandan populations. Please review the first update (June 23, 1994) for details on the background of this effort.

General Update

- o A joint proposals for Phase I of this activity (August 1, 1994 to July 31, 1995) was received from CARE International, PSI and JSI and reviewed by FHI, G/PHN/H/HIV-AIDS, and USAID/Rwanda. Task orders (subcontracts) have been signed for all three groups and activities are set to begin. JSI will field its first team, on schedule, the first week of August. A request-for-concurrence cable has gone out and neighboring country programs slugged for their information.
- o Phase I was designed as an emergency response program for Rwandan refugees in one refugee camp in Tanzania, Benaco. The goal of the project is to reduce the incidence of sexually transmitted HIV while the purpose is to reduce high-risk sexual behavior among the sexually active camp population. The project will follow the AIDSCAP mandate which is to change behavior with the goal of reducing HIV transmission. There are three main interventions: increasing the availability of free condoms, community outreach education for HIV/AIDS prevention, and STD treatment and counseling.
- o CARE International will be the lead group and will build upon its experience as manager of one of the Camps as well as its experience in Rwanda in building community-based behavior change programs.

- o PSI will take the lead in condom logistics and distribution while JSI will do a preliminary baseline assessment followed by monitoring and evaluation CARE will work with its AIDS community educators (many already trained in Rwanda during relative peace-time) while PSI hopes to establish links with the IPPF affiliate in Tanzania, UMATI STDs treatment and counseling will be in direct collaboration with Medicins Sans Frontieres and the ICRC
- o In order to avoid disruption of on-going country programs in Tanzania, CARE and PSI will hire staff specifically for this intervention Both CARE and PSI have hired expatriate program managers (Dr Judy Benjamin for CARE will arrive in Dar es Salaam the week of August 8 and Greg Widmeier of PSI will arrive the week of August 15) JSI will rely upon TDY support
- o We have received excellent cooperation from the commodities division of G/PHN/POP who has already landed the first shipment of condoms in Dar Es Salaam (July 31) where they are being cleared by PSI/Tanzania

Of-asked Questions/Issues

- o STD Services and drugs The project will provide 10 trained STD counselors (one for each medical delivery site) and coordinate with other donors' medical service providers to assure an adequate supply of drugs and assist in standardization of protocols for STD treatment
- o Condom supply There are several requests coming in from other groups working in the camps While the AIDSCAP Rwanda Refugee effort in Benaco is first priority, there is funding available for a lot more condoms USAID/Rwanda is making approximately \$500,000 available for this effort (which will purchase more condoms than this effort can use) However, we request that all requests be centralized through Carl Hemmer and Denise Rouse

Additionally, there are close to three million condoms (Blue-gold) in warehouses in Kigali It is unknown at this point what condition those warehouses are in and whether we can negotiate with the new government to use them for a post-war activity Condition of warehouse and condoms is being researched by the first USAID/Rwanda team back in Kigali Al Smith, USAID/Rwanda Rep

will be the primary contact for learning about the eventual disposition of these commodities (He is currently there on TDY and will be based in Kigali as of September) USAID's intention is to push for the "liberation" of these commodities for a post-war anti-AIDS effort

Lingering issue remains on approximately 2.2 million condoms (included in the three million mentioned above) that were pledged to Togo and Uganda programs. Given the state of flux and the fact that the world (not to mention Rwanda's government) truly has changed since the first quarter of this year, it is difficult to say that this pledge can be honored.

- o What about Phase II? We're going to worry about Phase I first. USAID will monitor this activity via monthly reports from FHI and discussions with the field. It will be reviewed in December and decisions made about how to proceed. Because things are evolving so quickly in Kigali we want to have the flexibility to provide assistance inside Rwanda should USG decision-makers see that as a policy option downline.

Comment

USAID/Rwanda and G/PHN/H/HIV-AIDS recognize that this effort falls far short of providing everything that is needed for the Rwandan refugees in the area of reproductive health. This effort remains a pilot effort of sorts in which USAID will be testing its capacity to respond to the HIV crisis in an emergency setting. Our monitoring efforts in this area will be important from a "lessons learned" perspective with the goal of providing the Agency with information so that decisions can be made about including HIV prevention efforts in our package of services to be provided refugee populations in future emergencies. One of our goals, should we succeed with this effort, is to eventually expand the services to include family planning and other reproductive health services.

This effort is important and relatively high profile. We encourage collaboration and coordination among all actors and we wish everyone good luck as we move forward. As a reminder, G/PHN/H/HIV-AIDS (Denise Rouse) is the technical office responsible for monitoring the project, Family Health International/AIDSCAP is the primary contractor and USAID/Rwanda (Al Smith) is the primary field Mission responsible for field monitoring.

Bill Martin will be leaving the USAID/Rwanda team the week of August 8 to assume other duties. It has been a pleasure assisting in getting this effort to this point.

DIST Gary Bombardier, DAA/AFR
Glenn Slocum, AFR/EA
Dirk Dijkerman, USAID/Rwanda
Nan Borton, FHA/OFDA
Dwight Al Smith, USAID/Rwanda
Linda Lloyd, AFR/EA
David Oot, G/PHN/H
Victor Barnes, G/PHN/H/HIV-AIDS
Bob Wrin, G/PHN//H
Jim Govan, AFR/DP
Margaret Neuse, G/PHN/POP
Carl Hemmer, G/PHN/POP/CPSD
Dart/REDSO FFP (Sulley, Gersony, etc)
Sue Walker, FHA/OFDA
Regina Tooley, FHA/OFDA
Steven Hawkins, STATE/PRM
Mary Lange, STATE/PRM
Dana Vogel, HPN/Dar es Salaam
Dan Blumhagen, HPN/Bujumbura
Holly Wise, GDO/Kampala
Gary Newton, HPN, Nairobi
Joan LaRosa, REDSO/PHO/Nairobi
Marge Horn, G/PHN/POP
Nancy Stark, G/PHN/POP
Patricia Coffey, G/PHN/POP
Bonnie Pedersen, G/PHN/POP
Hope Sukin, AFR/ARTS
Bill Lyerly, AFR/ARTS
Joyce Frame, O/P
Michael Gushue, O/P
Tony Schwarzwaldler, FHI
Richard Frank, PSI
Maurice Middleberg, CARE
Nancy Harris, JSI/SEATS

u \wmartin\docs\aids-06 mem

MEMORANDUM

DATE June 23, 1994

FROM Bill Martin, USAID/Rwanda Health and Population Officer *Wbr*
Denise Rouse, AIDSCAP Project Officer, G/PHN/H/HIV-AIDS *Denise 6/23/94*

THROUGH Dirk Dijkerman, A/DIR, USAID/Rwanda

SUBJECT **AIDSCAP/Rwanda Emergency Reconfiguration, FIRST UPDATE**

TO DISTRIBUTION

This is the first in a series of updates on the AIDSCAP/Rwanda intervention which will be assisting Rwandan populations in and around Rwanda

Background

The Africa Bureau would like to see the AIDSCAP/Rwanda mechanism continue to assist Rwandans, to the extent possible, in the current emergency in the prevention of HIV and the treatment and prevention of STDs. It is USAID and STATE/PRM policy that disaster relief efforts may include interventions such as reproductive health care, of which STDs treatment and prevention is a critical component. Of course, we already have documented evidence on the gravity of HIV/AIDS in refugees and displaced persons. In this instance, we will be limited to providing assistance in the domains that are within the AIDSCAP mandate. That is, HIV prevention including condom distribution, information education and communication for behavior change (IE&C), STD treatment and prevention and related operations and behavioral research.

In light of the fact that USAID/Rwanda has already obligated \$4.2 million toward the AIDSCAP/Rwanda effort and other central funds have also been allocated, we are most interested in seeing these funds utilized in continuing assistance to Rwandan populations. We understand that \$3.4 million of the Mission's funds remain that can be used in this effort. This will entail a quick redesign of the AIDSCAP/Rwanda Country Plan by the contractor, Family Health International (FHI). FHI has responded very positively and in a timely fashion by developing a two-phased approach (Phase one--"rapid" response--will be from August 1, 1994 to December 31, 1994 followed by a follow-on phase to begin January 1, 1995). This must be done rather quickly given the emergent situation and this should be

feasible given the fact that FHI has already engaged with its collaborating agencies, Population Services International (PSI), CARE International and John Snow, Inc (JSI) to design the intervention. At a minimum, the reconfigured Country Plan should include a brief description of the proposed plan of action, a budget and commodity requirements. We are expecting the "final draft" of the proposal for review by June 29.

The Mission has spoken with the Contracts Office (Joyce Frame and Michael Gushue) about this initiative and we are requesting that they facilitate, where necessary, the AIDSCAP Project's efforts in this area. Additionally, we have contacted the G/PHN/POP Commodities Office (Carl Hemmer) about using USAID/Rwanda OYB transfer funds to fund the purchase of condoms for this effort. Condoms would be channeled through those organizations working as subgrantees with FHI.

Coordination Meeting of 6/21/94 at STATE/PRM

Representatives from USAID/Rwanda, G/PHN/H/HIV-AIDS, AFR/EA, G/PHN/POP/CPSD and STATE/PRM met to discuss status of the intervention as well as issues. Dirk Dijkerman, USAID/Rwanda Director provided guidance.

- AIDSCAP will work in the camps (refugees and displaced) and implement its activities, in a bureaucratic sense, as it would if there were still a "normal" program in place--the main difference is the location of the Rwandan populations. Travel concurrences, commodities logistics, deliveries, handling, etc, will still need to be followed. (All requests for concurrence will come through G/PHN/H/HIV-AIDS.) It will be more difficult in this case since TDYers may be accessing the populations through multiple points (Kampala, Bujumbura, Dar es Salaam).
- Any AIDSCAP subgrantee is obliged to work with and coordinate its activities with the emergency/disaster groups already on the ground. All proposals for funding must reflect this intention. This is particularly important for JSI and PSI who have little or no experience working in disaster assistance. There is no requirement for "clearance" by OFDA/DART but this team must be kept informed of progress, issues, etc. Synergies between organizations must be taken advantage of when possible. For those areas controlled by the RPF (Rwandan Patriotic Front), it is **obligatory** that all activities are coordinated through its bureaucracy.
- FHI will reconfigure the AIDSCAP/Rwanda Country Plan, including a budget and commodity requirements, and G/PHN/H/HIV-AIDS will

distribute this as soon as possible. We can then inform G/PHN/POP/CPSD of commodity requirements so that orders may be placed and receiving Missions notified. Project budget information will be passed to AFR/DP. If at the end of the project, less than \$100,000 remains of USAID/Rwanda's OYB transfer, FHI will work with G to channel the funds to another country program in the region. If greater than \$100,000 remains, AFR/DP must be consulted prior to rechanneling.

- There will be no comprehensive reproductive health activity, per se, funded by USAID or A I D. This specific activity will be limited to STDS and HIV--activities that fall within AIDSCAP's mandate. This won't make everyone happy but is, in fact, what the Africa Bureau is permitting in this case. Any "end runs" around this will not be viewed favorably. The goal here is to do something new and creative in HIV and STDs prevention, on an incremental scale, see how we do and prepare ourselves for a potentially larger role downline. Given that A I D has never really done anything like this before, we should consider this an opportunity to show what can be done (and document lessons learned). If we succeed, we can revisit the possibility of requesting authority to expand. Those who take issue with this policy may contact USAID/Rwanda staff for clarification.
- G/PHN/H/HIV-AIDS (Denise Rouse, 703-875-4626) and USAID/Rwanda (Bill Martin 202-663-3385) will take the lead on coordinating this effort from the donor side. All information and requests for information should be channeled through them.

Other

- Carl Hemmer from the Population Commodities Office informed the group that there was \$520,000 remaining in USAID/Rwanda's commodities account. The priority for these funds will be condoms for the AIDSCAP emergency effort. G/H will inform USAID and G/POP when it has an idea of the condom requirements for the effort. **This is a priority as Carl needs eight weeks lead time for orders.** Any balances in contraceptives funding will be handled in the same manner as the project activities budget, noted above.
- It is G/PHN/H/HIV-AIDS's responsibility to ensure that all USAID Missions in the region are kept informed of intentions (cables from G/PHN/H/HIV-AIDS slugged to Uganda, Tanzania, Kenya, Zaire and Bujumbura should accomplish that) with periodic informational updates. Requests for concurrence through the Missions (travel,

concurrence) in the area would be handled as usual. Much of this could come in under the OFDA umbrella if handled properly.

- The staff of the USAID/Rwanda team will remain available to facilitate and assist for the immediate future. However, the Mission team will have a reduced focus after July 31 and there is a strong probability that most staff, including Bill Martin, will not be available in his current role. The Mission contact will be Mr. Dwight Al Smith after that date.
- It is recognized that the Missions in the region have their own development programs outside of the current emergency. Every effort will be made to minimize the disruption to their on-going activities. However, we do request collaboration and cooperation in facilitating this effort where possible. The current problem with Rwanda is a regional problem and, if not contained, threatens to further destabilize the area.
- STATE/PRM was in agreement with the plan and requested that they be kept fully apprised of progress, problems and issues so they could keep decision-makers apprised.

Actions

- 1) Proposals for Phase I to be submitted to FHI. ACTION: PSI, CARE and JSI
- 2) FHI to reconfigure the AIDSCAP/Rwanda Plan as soon as possible with a budget and commodity needs. ACTION: FHI
- 3) Commodities request submitted and processed. ACTION: USAID/R, G/RD/H/AIDS
- 4) Informational cable to USAIDs in the region. ACTION: G/RD/H/AIDS and USAID/R

On behalf of USAID/Rwanda and G/PHN/H/HIV-AIDS, we want to thank everyone for their efforts to date in trying to help us reconfigure the AIDSCAP/Rwanda Project in these most unique circumstances. We also want to thank those who will be in a position to assist in the future--such as OFDA and the Missions in the region. We think we can make a difference and believe that by documenting our efforts, impact and "lessons learned" we will be in a position to develop guidance and models for the provision of HIV/AIDS prevention and STD treatment services.

*
to refugee populations If done well, this test case, may assist us in being prepared for more comprehensive reproductive health efforts in future disasters
Thank you again for your interest and support

DIST Gary Bombardier, DAA/AFR
Dwight Al Smith, USAID/Rwanda
Steven Hawkins, STATE/PRM
Mary Lange, STATE/PRM
David Oot, Kathmandu
Dana Vogel, HPN/Dar es Salaam
Dan Blumhagen, HPN/Bujumbura
Holly Wise, GDO/Kampala
Gary Newton, HPN, Nairobi
Joan LaRosa, PHO/Nairobi
Nan Borton, FHA/OFDA
Dart/REDSO FFP (Sulley, Gersony)
Sue Walker, FHA/OFDA
Regina Tooley, FHA/OFDA
Victor Barnes, G/RD/H/AIDS
Bob Wrin, G/RD/H
Margaret Neuse, G/RD/POP
Carl Hemmer, G/RD/POP/CPSD
Nancy Stark, G/RD/POP
Patricia Coffey, G/RD/POP
Bonnie Pedersen, G/RD/POP
Bill Lyerly, AFR/ARTS
Joyce Frame, O/P
Michael Gushue, OP
Jim Govan, AFR/DP
Linda Lloyd, AFR/EA
Hope Sukin, AFR/ARTS
Regina Tooley, OFDA
Tony Schwarzwald, FHI
Richard Frank, PSI
Maurice Middleberg, CARE
Nancy Harris, JSI/SEATS

u \wmartin\docs\aids-03 mem

To Dick Day@AFR DP@AIDW, Paul Guedet@AFR EA@AIDW
Linda Lloyd@AFR EA@AIDW

From William Martin@AFR SA1@AIDW
Louanne Douris@AFR SA1@AIDW, Dwight Smith@AFR SA1@AIDW
Dirk Dijkerman@AFR SA1@AIDW

Subject RWANDA Reprogramming of Small Balances

Date Thursday, June 9, 1994 18 14 52 EDT

Attach

Certify N

Forwarded by

Greetings, I hope this got your attention among all those other e-mails

I wanted to let you know how we'll be handling the 7-10 small buy-ins, add-ons and centrally-funded activities we had on-going in Rwanda. By "small," I am referring to activities with post close-out \$\$ balances of between \$50,000 to perhaps \$100,000 per each centrally-funded activity.

What we'll be doing, with the relevant Contracts Officer, is sending the Cognizant Technical Officers (CTO) a memo advising them that after July 8th, the activity in Rwanda is terminated and only contact-officer approved expenses can be incurred (That's standard)

In addition, we will be authorizing the CTO to re-program the remaining balances to other on-going activities in other AFRICA Bureau countries, and advising us of their decision. The latter is for reporting purposes only.

My view is that to try to get these small balances "back" will be a heavy time-burden on us, and the per activity balances are not large enough to justify spending lots of staff time in light of the larger multi-million dollar close-outs we're working on.

If you have feelings, other perspectives, or requirements that I am not aware of on the "reprogramming" approach, please let me know. We'll be meeting again with the Contracts Office this coming Wednesday, so I'd appreciate a response before then.

Thanks, Dirk

0

105

To Dirk Dijkerman@AFR SA1@AIDW
Cc Paul Guedet@AFR EA@AIDW,Linda Lloyd@AFR EA@AIDW,jimg,glenn
Bcc: Dick Day@AFR DP@AIDW
Subject re RWANDA Reprogramming of Small Balances
Date Friday, June 10, 1994 9 42 56 EDT
Attach
Certify N
Forwarded by

sounds like a reasonable approach for dealing with the little stuff we probably don't have the ability or need to formally approve all the small reprogramming, but would you please pass on to G that

(1) we want to use \$100K as a threshold, and any reprogramming exceeding that amount should be vetted with the afr/dp (i am assuming that the smaller amounts they reprogram either in the context of on-going activities, if it involves a new country, that bilateral program and relevant geographic office should be consulted, regardless of the amount, as is the case with any "new" centrally-supported activities)

(2) it is critical that they systematically report to us on the amounts reprogrammed, by country, so that we can track this as part of the agency's new endeavor to monitor and integrate all "spigots"

What is the situation on AIDSCAP? at the review meeting, you had indicated that there might be up to \$4 0 million of rwanda monies in that pipeline has aidscap agreed to undertake hiv/aids activities in the camps? what level of funding will be required? and what discussions have occurred about use of the (significant) balance of funds?

To Dirk Dijkerman@AFR EA@AIDW
Dirk Dijkerman@AFR SA1@AIDW, Drew Lutten@GC@AIDW
Linda Lloyd@AFR EA@AIDW, Gary Bombardier@AFR AA@AIDW
George Lewis@AFR EA@AIDW

C
Bcc
From Mary Alice Kleinjan@GC@AIDW
Subject Rwanda - Non-recognition
Date Friday, July 8, 1994 17 49 19 EDT
Attach
Certify N
Forwarded by

While the implications of withdrawal of recognition need to be looked at more carefully, I have two quick reactions, in case the issue is discussed on Monday morning

- FAA sec 620(t) prohibits furnishing assistance under the FAA or any other act, or making PL 480 sales, in or to any country with which the US has severed diplomatic relations. In the case of Somalia, State advised us that whatever we did with diplomatic relations there differed from severing diplomatic relations. I will pursue this question with State on Monday, but anticipate that the situation is similar to Somalia - that 620(t) is not triggered

- The issue with Rwanda that I have been concerned about is the human rights violation of FAA sec 116(e). It prohibits DA/DFA assistance to a government of a country that is a consistent gross violator of human rights, other than assistance that directly benefits the needy. I have been concerned that the Hill will ask whether State has determined that the GOR is such a government. Now the issue may be moot, if there is not a government to provide assistance to

To George Lewis@AFR EA@AIDW, Linda Lloyd@AFR EA@AIDW
Gary Bombardier@AFR AA@AIDW, Claudia Cantell, Louanne Douris
Kurt Fuller, Deborah Grieser, Christophe A Grundmann
Greg Hemphill, William Martin, Ray Reddy, Dwight Smith
Betty L Ryner@AFR MRP@AIDW, Jim Govan@AFR DP@AIDW
Dick Day@AFR DP@AIDW
Cc Drew Luten@GC@AIDW, Mary Alice Kleinjan@GC@AIDW
Bcc
From Dirk Dijkerman@AFR SA1@AIDW
Subject RWANDA Non-recognition of the Rump Gov't
Date Friday, July 8, 1994 13 30 40 EDT
Attach
Certify N
Forwarded by

This is just an update on STATE's effort to declare "non-recognition" of the rump Government of Rwanda, now based on Gisenyi

The effort has obtained interagency agreement and will be put in front of SecState for his final okay IT HAS NOT YET APPROVED

When and if it is approved, STATE will publically announce that the USG does not recognize the people claiming to be the GOR to be representative of the Rwandan people. The statement will not, as I understand it, recognize the RPF or any other group or faction as representing the Rwandan people

In addition, the announcement will result in the unilateral (by the USG) closing of the Rwanda Embassy, revoking of diplomatic status of the Ambassador, freezing of assets, etc

Based on earlier discussions I've had with AFR/GC Drew Luten, he is looking into what impact such a decision may have on USAID/Rwanda's legal status in Rwanda (e.g., the bilateral), USAID/R close-out effort, the use of DFA-funds in a country where we no longer have a counterpart government, and so forth. At this point, we do not expect non-recognition to have much of an impact. In a number of ways, I expect the phase-down to go more quickly (e.g., fewer letters draft, clear, and then send to the GOR, fewer issues on who has title to DFA-funded goods in Rwanda, fewer protestations from the rump GOR on phase-down actions, etc)

Drew and I will keep addressees posted on future non-recognition developments and any noteworthy implications for AFR (as opposed to ODFA, and other parts of USAID)

cheers, Dirk

To Dirk Dijkerman@AFR SA1@AIDW,Dwight Smith@AFR EA@AIDW
Dwight Smith@AFR SA1@AIDW,Louanne Douris@AFR SA1@AIDW
Kurt Fuller@AFR SA1@AIDW,William Martin@AFR SA1@AIDW
B
From Greg Hemphill@AFR SA1@AIDW
Subject Project Financial Close-out Spread Sheet
Date Friday, July 15, 1994 9 44 02 EDT
Attach \123DATA\DIGCORX WK4
Certify N
Forwarded by

Attached is a spread sheet format for project financial close-out, which uses DIG as an example. The basic principle of the spread sheet is that it starts with summary information and gives increasingly detailed back-up information as one goes deeper, for those who need it.

In general, figures and dates to be entered are in bold.

Here's what you do:

Header

Enter the project name and number. The "Report" and "Financial Report" dates can be entered using the @Date function or the format "7/15/94". The financial report date will automatically flow to the appropriate columns. Reporting data comes from MACS reports as of that date. We will be using the most recent quarterly reports, which are as of 6/30/94.

I Deobligation and Pipeline Summary

No input here is necessary--the data flows from the more detailed analyses in subsequent sections. The summary shows by budget element two things necessary to complete, in order to close out the project:

- 1 The estimated total potential deobligations
- 2 The estimated additional disbursements that will need to be posted

II Detail of Financial, Deobligation, and Pipeline Status

A Summary Breakdown of Deobligation Status

No entries required, except as explained below.

This summary indicates amounts in each stage towards deobligation and lists the corresponding sequence of necessary actions in order to deobligate. Additional details of necessary actions can be endnoted. For example, Dirk wanted to add a note to the "Decommit" phase in the category "Committed but Unexpended," to give additional detail as to the required steps for funds from the WLI CA to be deobligated. This is indicated by the (1) and is explained under "Notes" at the end of the analysis. (I also bolded the word "commit" here to draw attention to the input note.)

B Project Financial Detail

Here's where data is input from the MACS reports. The P07A can be used, which details each earmark, but gives subtotals by each budget element and

breaks down expenditures into disbursements and accruals. You should complete the columns for "Obligations," "Earmarks," "Commitments," "Disbursed," and "Accrued" from this report. (All these columns indicate the "as of" date of the report.)

In addition, there are columns for "Projected Additional Earmarks" and "Projected Additional Commitments." Dirk had significant amounts to enter, because part of his project will live on. Most of you will probably be adding, if anything, only PIO/P amendments (or transfers), which are simultaneous earmarks and commitments (ie, put the amounts in both columns). Be on the lookout for any apparently missing commitments, though I think we have found and posted all of these. I would recommend adding a list, perhaps in the notes or as part of Section III or IV, that itemizes and identifies the additional earmarks and commitments, so that if changes occur or actions are required, there is no confusion. The total of this list would then be tied into the column cell opposite the appropriate budget element.

The figures in the column for "Estimated Additional Expenditures" are not entered here. They derive from Section III.

III Detail of Project Fund Requirements

The format for this section is based on DIG's structure, which is one big CA with some supporting elements. Some of your projects are more complicated. Basically, you should create sub-analyses that analyze the total funding needs for your project, and then flow into Section III. These sub-analyses can form additional sections or be parts of a Section IV.

I show the estimated costs input directly into Section III, but they probably will not be. Dirk actually derived the CA figures from a detailed analysis of the WLI budget on a separate spreadsheet page, which I will integrate into the DIG analysis as Section IV "Detail of Estimated CA Requirements."

Those of you with earmark/commitments with unliquidated balances that concern PILs, POs, TAs, etc. executed by the Mission will probably not be able at this time in most cases to give definitive estimates of how much of the unliquidated balance will actually be used. At this point, we need to be conservative--when in doubt, assume it will be spent, and if it is not already accrued, add it to your estimated additional expenditures.

FINAL CHECK

Make sure there are no negative balances indicating expenditures exceed commitments and/or commitments exceed earmarks and/or earmarks exceed obligations, etc.

I have the required MACS report for distribution and I can help you work up an analytical format for determining total project fund requirements.

Enjoy

Project DIG 6950133
 Report date 15-Jul-94
 Financial reports date 30-Jun-94

C:\123data\digcorx wk4

I DEOBLIGATION AND PIPELINE SUMMARY

Elmt Category	Total Obligations	Total Estimat Proj Needs	Estimated Amount to Deobligate	Current Pipeline* (Oblig-Disburse)	Current Pipeline Less. Deoblig
1 Technical Assistance	1 830 500	735 734	1 094 766	1 734 669	639 903
2 Center for Civic Action	770 500	10 000	760 500	770 500	10 000
3 Rwanda Press Center	469 000	224 070	244 930	356 930	112 000
4 National Assembly	600 000	78 890	521 110	600 000	78 890
5 Ministry of Interior	350 000	78 889	271 111	350 000	78 889
6 Support Fund	620 000	620 000	0	613 026	613 026
7 Evaluations and Audits	60,000	60 000	0	60 000	60,000
Project Totals	4 700 000	1 807 583	2 892 417	4 485 125	1 592 708 =Disbursements to post

* Excluding Accruals

II DETAIL OF PROJECT FINANCIAL, DEOBLIGATION AND PIPELINE STATUS

A Summary Breakdown of Deobligation Status

Status.

- 1 Obligated but Unearmarked
- 2 Earmarked but Uncommitted
- 3 Committed but Unexpended

Sequence of Actions.

- 691 697 a) Deobligate
- 183 629 a) De-earmark
- 2 017 091 a) Determine total funds required
- b) Deobligate
- b) Decommit (1)
- c) De-earmark
- d) Deobligate

Estimated Total to Be Deobligated 2 892 417

B Project Financial Detail

1) Oblig/Earmrks/ Committ.

Elmt Category	Tot Oblig 30-Jun-94	Earmarked 30-Jun-94	Projected Additional Earmarks	Total Projected Earmarks	Obligated/ Unearmarked	Committed 30-Jun-94	Projected Additional Commitments	Total Projected Commitments	Earmarked/ Uncommitted
1 Technical Assistance	1,830,500	1,538,803		1 538 803	291 697	1,355,174		1 355 174	183,629
2 Center for Civic Action	770,500	670,500		670 500	100 000	670,500		670,500	0
3 Rwanda Press Center	469,000	369,000		369 000	100 000	369,000		369 000	0
4 National Assembly	600,000	400,000		400 000	200 000	400,000		400 000	0
5 Ministry of Interior	350,000	350,000		350 000	0	350,000		350 000	0
6 Support Fund	620,000	10,818	609,182	620 000	0	10,818	609,182	620 000	0
7 Evaluations and Audits	60,000	0	60,000	60 000	0	0	60,000	60 000	0
Project Totals	4 700 000	3 339 121	669 182	4 008 303	691 697	3 155 492	669 182	3 824 674	183 629

2) Disbur/Expend/Pipeline

Elmt Category	Tot Commit	Disbursed 30-Jun-94	Accrued 30-Jun-94	Total Expenditures 30-Jun-94	Committed/ Undisbursed 30-Jun-94	Pipeline (Oblig-Disb) 30-Jun-94	Estimated Additional Expenditures	Total Estimated Expenditures	Total Estimated Unexpended
1 Technical Assistance	1 355 174	95,831	156,852	252 683	1 102 491	1 577 817	483 051	735 734	619 440
2 Center for Civic Action	670 500	0	10,000	10 000	660 500	760 500	0	10 000	660,500
3 Rwanda Press Center	369 000	112,070	112,000	224 070	144 930	244 930	0	224 070	144 930
4 National Assembly	400 000	0	20,000	20 000	380 000	580 000	58 890	78 890	321,110
5 Ministry of Interior	350 000	0	20,000	20 000	330 000	330 000	58 889	78 889	271,111
6 Support Fund	620 000	6,974	1,433	8 407	611 593	611,593	611 593	620 000	0
7 Evaluations and Audits	60 000	0	0	0	60 000	60 000	60 000	60 000	0
Project Totals	3 824 674	214 875	320 285	530	3 289 514	4 164,840	1,272 423	1 807 583	2 017 091

Project DIG 6960133
 Report date 15-Jul-94
 Financial reports date 30-Jun-94

C:\123data\digcorx wk4

III DETAIL OF TOTAL PROJECT FUND REQUIREMENTS

Elmt Category	Estimated Total CA Requirements	Estimated Total Non CA Requirements	A= Estimated Grand Total Requirements	B+ Current Total Expenditures 30-Jun-94	C Estimated Additional Expenditures
1 Technical Assistance	735,734	0	735 734	252 683	483 051
2 Center for Civic Action	10,000	0	10 000	10 000	0
3 Rwanda Press Center	224,070	0	224 070	224 070	0
4 National Assembly	78,890	0	78 890	20 000	58 890
5 Ministry of Interior	78,889	0	78 889	20 000	58 889
6 Support Fund	0	620 000	620 000	8 407	611 593
7 Evaluations and Audits	0	60 000	60 000	0	60 000
Project Totals	1 127 583	680 000	1 807 583	535 160	1 272 423

Notes.

- (1) The major decommitment concerns the WLI Cooperative Agreement. The steps to be taken include:
- (a) WLI and REDSO negotiate new contract total and amend CA
 - (b) USAID/R makes sure REDSO advises FM/Wash to reduce LC to amended CA amount
 - (c) USAID/R prepares PIO/T amendment decommitting and de-earmarking surplus funds

UNITED STATES OF AMERICA

AGENCY FOR INTERNATIONAL DEVELOPMENT

**SERVICES OFFICE FOR
(REDSO/ESA)**

United States Postal Address
REDSO/ESA/CON
Unit 64102
APO AE 09831-4102

International Postal Address
REDSO/ESA/CON
P O Box 30261
NAIROBI, KENYA

F A X T R A N S M I S S I O N

FROM: FAX NO.: 254-2-330945

TEL. NO. 254-2-331160

TO: Dirk Dijkerman
Acting Mission Director
OFFICE: USAID/Rwanda
Mission in Exile
FROM: Kim Kester, RCO *KK*

FAX. NO. (202) 647-9805

TEL. NO. (202) 647-9809

TOTAL NO. OF PAGES: 13

APPROVED BY: *KK*

DATE: 6/10/94

OFFICIAL YES PERSONAL

SUBJECT: Property losses/Vehicle Transfer

MESSAGE Please see the attached and pass to Louanne and Dwight, respectively

Regards, Kim Kester

TB

o
c
cc
iom
subject
date
attach
certify
forwarded by

Jay Bergman@OP OD@AIDW
Kimberley Kester@REDSO CON@NAIROBI
Scott Overall@GC@AIDW

Kathleen Odara@FA PPE@AIDW

Friday, June 10, 1994 23 26 27 EAF

N

There is one piece of Jay's message that I would like to correct. I think that the Comp Gen decision does not say that we can't use 636(b) to reimburse contractors and grantees unless there is a clause in the contract that says that we did not sufficiently justify using it in the circumstance in question. If we sufficiently justified using it on the basis of foreign assistance impairment, I don't think GAO would have had the problem.



To: Kimberley Kester@REDSO CON@NAIROBI
Cc: Kathleen OHara@FA PPE@AIDW, James Corley@FA.PPE@AIDW
Scott Overall@GC@AIDW, Christopher Randolph@GC@AIDW

Bcc:
From: Jay Bergman@OP OD@AIDW
Subject: re. Personal Property Loss by Contractors
Date: Tuesday, June 7, 1994 12 21:26 EDT
Attach:
Certify: N
Forwarded by

Well, at great risk, I'm going to wade into this issue. I think I can at least clarify some of the confusion, although there will still be some unresolved issues

I see that Scott Overall responded to your question after Kitty (with Chris Randolph's input) did. You should read Scott's e-mail before this one, because this e-mail incorporates the information Scott provided in his e-mail, as well as my discussions with Kitty and Jim Corley (who is handling Liberia and Somalia claims). I've also obtained and read a copy of the GAO opinion. I hope I'm not misquoting or misrepresenting anybody - if so, please accept my apologies and feel free to correct me

First, as Kitty's e-mail says, the Christian doctrine would not apply here. The Christian doctrine pertains to omitted clauses which are required by statute to be included in contracts (such as the Termination for Convenience clause, which is what the Christian doctrine was all about). Clearly, there is no statutory requirement for 636(b) applicability or indemnification against lost or damaged personal property.

To now, retroactively, provide 636(b) applicability or indemnification would probably constitute, at the least, an amendment without consideration, and may require extraordinary contractual relief (ECR). Even then, given the GAO's opinion, it is probably questionable whether 636(b) would apply to contractor/grantee employees even under ECR.

FYI: Your confusion with Kitty's e-mail was based on Kitty's recollection that the GAO opinion did not prohibit 636(b) applicability to contractor/grantee employees. Since it evidently does, just disregard that part of Kitty's e-mail (but see the discussion below about prospective actions). Also, Kitty does realize that even if we cover the cost of insurance as an allowable cost under the contract, most (if not all) insurance policies would exclude acts of war, which most evacuations of this sort would presumably be considered to be. And, even if insurance without the "acts of war" exclusion was available, it might be prohibitively expensive. Therefore, insurance might not really be the solution either. Instead, we might need to assume liability for lost or damaged personal property of contractor/grantee employees

So, the bottom-line with regard to retroactivity is probably that the

115

Contractor/grantee employees are S.O L - at least with regard to 636(b) coverage, and at least for now given the GAO opinion (but, again, see the discussion below about prospective actions)

This is especially true, it would seem, based on the relevant contract/grant provisions. For CR (but not FFP) contracts, FAR 28.307 and the clause at 52 228-7 ("Insurance - Liability to Third Persons") would normally apply. FAR 28.307 does not require the contractor to maintain insurance for lost or damaged personal property, and, in fact, 28.307(b)(2) states that property damage liability insurance shall be required only in special circumstances as

determined by the agency (of course, this was not done for your contracts, but prospectively, evacuations may qualify as such special circumstances - although, as discussed above, requiring and reimbursing the costs of insurance may not be practical). FAR 52 228-7(c)(2) states that the contractor shall be reimbursed for certain liabilities (and expenses incidental to such liabilities) to third parties not compensated by insurance, WHICH MUST BE REPRESENTED BY FINAL JUDGEMENTS OR SETTLEMENTS APPROVED IN WRITING BY THE GOVERNMENT for, inter alia, loss of or damage to property (OTHER THAN PROPERTY OWNED, OCCUPIED, OR USED BY THE CONTRACTOR, RENTED TO THE CONTRACTOR, OR IN THE CARE, CUSTODY, OR CONTROL OF THE CONTRACTOR) [emphasis added] [Note the distinction between INSURANCE, as discussed in FAR 28 307 and 52 228-7(a) and (b), and actual LIABILITY for loss or damage, as discussed in 52.228-7(c)(2), which is essentially the USG acting as a self-insurer] It's unclear whether this applies to personal property owned by employees of the contractor. If it does, then reimbursement is excluded by this clause. And if it doesn't, it's still excluded by the clause because the rest of the clause does not establish USAID's liability for reimbursement of the costs of lost or damaged personal property. And, I understand that in many past evacuations, the contractor did not have liability for lost or damaged property of its employees, thus it

would have been a contingent liability (unallowable under the cost principles) and would certainly not have been represented by a final judgement or settlement approved by the government

And for grants/CAs, it's even more clear-cut. The standard provision entitled "Nonliability" states that USAID does not assume liability for any third party claims for damages arising out of the grant/CA.

Thus, even forgetting about 636(b) applicability to contractor/grantee employees, to now retroactively provide non-636(b) coverage under our contracts/grants would clearly be a waiver of the terms and conditions, thus constituting, as indicated above, an amendment without consideration if not an ECR. And, while you might possibly get it approved under contracts, HB-13

has no comparable coverage with regard to amendments without consideration or ECRs, thereby making the issue much more problematic with respect to grants/CAs

Now, prospectively, here's what's happening. I believe it's correct to say that both Scott and Kitty do not agree with the GAO opinion. To some extent, the GAO opinion (on applicability of 636[b] to contractor/grantee employees)

be due to USAID not making a persuasive argument. Apparently, our case was primarily because we wanted to treat contractor/grantee employees the same as USDH, which GAO rejected because it was not demonstrated that successful implementation of the FAA would be jeopardized if such relief were

not provided. However, it may be true that, unless such relief is provided, we would not be able to get contractor/grantee employees willing to serve overseas (with such total personal risk of loss of or damage to personal property). That might be persuasive to GAO, and, while no firm or final decision has been made, I believe that both Scott and Kitty are amenable (subject, of course, to other time/workload pressures) to going back to GAO with that argument. If successful, that would extend 636(b) coverage to contractor/grantee employees, and solve the problem - at least prospectively. And if we can make the case prospectively, we should, hopefully, be able to apply the same rationale retroactively to, e.g., Somalia, Liberia, and Rwanda.

Even if we don't go back to GAO, or if we do but lose again, I think that Scott and Kitty are both amenable to creating a contract (and maybe a grant/CA) clause - either authorizing insurance for loss or damage to personal property of contractor/grantee employees, or, if that is not feasible, accepting some liability for loss or damage to such property (assuming that that contractor/grantee has liability to its employees for loss or damage to their personal property). Kitty was concerned that accepting liability might create an unfunded contingent liability (and, hence, a potential Anti-Deficiency Act) problem, but that should be capable of being easily resolved by making such liability subject to the "Limitation of Funds" or "Limitation of Cost" clauses (or the "Revision of Grant Budget" standard provision for grants/CAs).

It appears that Scott favors the approach of a contractual provision, whereas I think that Kitty prefers the approach of applying 636(b). If we opt for re-approaching GAO on the question of applicability of 636(b) to contractor/grantee employees, there is also the question of whether we do it on a prospective across-the-board basis (and, maybe, retroactively for the pending Liberia and Somalia claims and for presumably-forthcoming Rwanda claims), or whether we do it on an ad hoc basis if and as the need arises. Either way, though, I think Scott is correct in suggesting that this issue needs to be dealt with on a USAID-wide basis. And, I believe it's safe to say that Scott and Kitty both feel that it's time to take action in order to resolve this issue.

Of course, that's all prospective, and may not help much with your Rwanda situation. And, as a personal opinion (I don't know what Scott and Kitty think about this), while I have no problem with doing this with contracts (CR

and, maybe, T&M, but not FFP), I'm not sure that I would agree with doing it for grants/CAs. Under contracts, the people are there at our behest (we have acquired their services for our, or the host country's direct use or benefit), whereas under a grant/CA, we are supporting what is essentially a development program. It's true that we wouldn't have funded the grant/CA if it didn't meet our development objectives, but unlike a contract, a grant/CA implies that the grantee/recipient benefits (beyond the financial benefit for non-profit contractors are in business). That being the case, I'm not

not the case for WLI - Rwanda - they answered RFP

sure we should accept liability under grants/CAs. I think that this sort of distinction between acquisition and assistance is reflected in the differences in liability to third person under contracts and under grants/CAs, as well as the tendency of grants/CAs to defer to the grantee's practices and policies on things like travel, allowances, and (if we really did things correctly) salaries, as opposed to contracts where many of our "practices and policies" are imposed on the contractor. Other examples which I believe also reflect the difference in acquisition vs. assistance are Overseas recruitment Incentives (ORIs), DBA insurance, and medical evacuation services. This sort of difference is also reflected, e.g., in authorizing the use of GSA supply schedule contracts. CR (but not FFP) contractors can be authorized to use GSA supply schedule contracts, since the savings, under a contract which is for our direct use or benefit, ultimately accrue to us. But, although grants/CAs are also CR-type instruments, we can't authorize grantees to use GSA supply schedule contracts, because the grant/CA is not for our direct use or benefit, and savings would probably be plowed back into the program, rather than accruing to us.

Anyway, I hope this helps - if not to resolve things, at least to clear-up the confusion.

Regards to you and Neil Jay.

To Scott Overall@GC@AIDW
Cc Christopher Randoiph@GC@AIDW
Kimberley Kester@REDSO CON@NAIROBI
James Corley@FA.PPE@AIDW, Jay Bergman@OP OD@AIDW
From Kathleen OHara@FA PPE@AIDW
Subject re Personal Property Loss by Contractors
Date Tuesday, June 7, 1994 0 19.57 EAF
Attach
Certify N
Forwarded by

Scott - While I'll want to review your comments in more depth, I want to let you know that Policy has definitely NOT decided NOT to develop a new clause (I think that means we are very open to considering an appropriate clause) Mike and I had assumed insurance to cover such losses would be the way to go - and it should be an eligible cost under the contract. The thing is that normal insurance might exclude losses because of insurrections and the like, thus premiums could end up being fairly expensive. I was discussing the issue a bit with Jay Bergman today, and he mentioned that if our reimbursement of losses was subject to the limitation of funds clause, the contingent liability problem wouldn't arise. I just wonder, though, about the contracts which had already expended most of the funds, would we be back to 636(b)?

The empty message I just sent you was a mistake,

To Kimberley Kester@REDSO CON@NAIROBI
 Cc chrisr,James Corley@FA PPE@AIDW
 E
 F Scott Overall@GC@AIDW
 Subject re Personal Property Loss by Contractors
 Date Monday, June 6, 1994 21 04 05 EAF
 Attach
 Content N
 Forwarded by

 Kim--

I'll take the liberty of responding to your E-Mail to Chris, since you've copied me and I've been working on this problem

636(b) was in my view a poor way to go about handling evacuation-related contractor (or grantee) personal property losses over the years. The legal logic was (1) there's no basis under the contract to reimburse, and (2) so we must use extraordinary authority

The problem is, we used the authority frequently, though not always. This was an ad hoc approach

Since the GAO opinion you mentioned, USAID requested the Justice Department to agree with us that GAO was wrong AS TO THE DIRECT-HIRES ONLY (the GC argument -not mine--was to leave the contract area alone for now). Justice, however, agreed with GAO. GC has apparently decided to leave things where they stand--reading the opinion as narrowly as possible. Congress bailed out a number of the direct-hires in recent evacuations by an amendment to the State Department Authorization Act

As to the contractors, I have been working with an ever-changing cast of OP stalwarts to reach a final decision on the costs. Here's what happened (leaving out a number of delays and lapses along the way).

1. OP and I did a letter to contractors requesting them to tell us whether they had paid these costs, if so or not, on what basis, any industry practice?, any other info relevant to a determination of reasonableness and allowability of these costs?

2. The contractors replied unanimously that they had NOT paid the costs, and had no obligation to do so. They tended to suggest that we step in unilaterally and pay them directly.

3. On the above record, I advised there is no basis for us to pay, under the contracts. Only via a 636(b) or ECR could we step in now VOLUNTARILY

4. However, more important in the long run is the need to settle this thing IN THE CONTRACT. I recommended formulating a clause that will permit reimbursement of insurance costs up to whatever appropriate limits we might determine

Jim Corley is the lucky fellow who is currently handling these cases, and he is considering the matter. I'll "cc" him on this message, and send him your incoming, and ask you two to follow up with each other as needed. Also, feel free to get back to me with any questions.

not the issue

lthough your responsiveness is laudable, this is an issue that should be
olved AWIDE rather than CO-by-CO Thus I think an AIDAR change is
ecessary, whichever way it goes Regards--Scott

JUN-15-1994 09 06 FROM PEDSO EEA

TO

00012026479805 P 010/013

Kimberley Kester@REDSO CONVAIROBI
Christopher Randolph@CC@AIDW

Kathleen O'Hara@FA PPE@AIDW

re Personal Property Loss by Contractors
Friday, June 3, 1994 18 52 07 EAF

N

To
Cc
Bcc
From
Subject
Date
Attachments
Certify
Forwarded by

Kim - This response includes the thinking of both Chris and me

Chris pointed out that the Christian Doctrine only applies to mandatory clauses, so it's not applicable in this case. And a change such as you propose would seem to be a unilateral gift at this point - there'd be no consideration.

In thinking about your question, it struck me that we probably couldn't add a clause saying we'd cover catastrophic losses because it would be a contingent liability. Our assumption has been that contractors/grantees could buy insurance to cover at least some losses, and the cost of insurance would be eligible under the contract, and anything extraordinary would be covered by 535(b) as appropriate when funds are available.

Regards, Kitty

122

Christopher Randolph@GC@AIDW
 Kathleen OHara@FA PPE@AIDW
 Dirk Dijkerman@AFR@SAI@AIDW
 Richard Webber@REDSO CON@NAIROBI
 Scott Overall@GC@AIDW, Jay Bergman@GP OD@AIDW

cc
 from Kimberley Kester@REDSO CON@NAIROBI
 subject Personal Property Loss by Contractors
 date Thursday, June 2, 1994 17.13.36 EAT
 attach
 certify Y
 forwarded by

.....
 I have a question regarding the Comptrollers General's decision dated December 7, 1992 concerning personal property losses of both USAID employees and USAID Contractors/Grantees

The issue of personal property losses has been brought to my attention in light of the recent evacuation from Rwanda. Several of the Contractors/Grantees have come to me asking about their ability to file claims with AID under its property loss claims authority. In researching this, I obtained a copy of the Comp Gen decision through a fellow Contracting Officer in the field who had dealt with evacuations. There is nothing concrete in the FAR, AIDAR, OMB Circulars or AID HBS which addresses this issue, as I'm sure you are aware.

The Comp Gen decision makes it abundantly clear that Contractors/Grantees cannot avail themselves of the USG's self insurance policy, in any dollar amount. It does, however, end with the following statement:

"If AID believes that employees of contractors and grantees who work on AID projects overseas must be assured of protection against personal property losses, just as federal employees are protected under the Claims Act, the logical way to provide the necessary protection is to include a provision in AID's contractual and grant documents to this effect. Unlike a contract provision, section 530(b) does not provide the employee with any assurance that his/her personal property losses will be reimbursed."

That was stated in the Comp Gen decision dated nearly two years ago. This decision was never, to my knowledge, disseminated to Contracting Officers, nor were we ever advised that such a provision could/should be put into our contracts and grants. Did AID take any official stand on this that O's should/should not put such language into AID contracts/grants?

The query I am now faced with from an understandably chagrined contractor/grantee contingent is "can AID amend the contracts/grants at this time to add such a provision?" Good common sense of course says no. However, can I make a case (similar to or under the Christian doctrine) that such a provision could have and should have been in the contracts and grants written for such a notoriously unstable country as Rwanda, and that therefore we are merely putting in writing what was implicitly there all along?

I do believe that had this Comp Gen decision received wider distribution, that I would have put such a provision in the Rwanda contracts/grants.

Please advise, and thanks very much

LD

UNITED STATES OF AMERICA

AGENCY FOR INTERNATIONAL DEVELOPMENT

**REGIONAL ECONOMIC DEVELOPMENT SERVICES OFFICE FOR
EAST AND SOUTHERN AFRICA (REDSO/ESA)**

United States Postal Address
REDSO/ESA/CON
Unit 64102
APO AE 09831-4102

International Postal Address
REDSO/ESA/CON
P O Box 30261
NAIROBI, KENYA

F A X T R A N S M I S S I O N

FROM: FAX NO.: 254-2-330945

TEL. NO. 254-2-331160

TO: Dirk Dijkerman
Acting Mission Director
OFFICE: USAID/Rwanda
Mission in Exile
FROM: Kim Kester, RCO

KK
KK

FAX. NO. (202) 647-9805
TEL. NO. (202) 647-9809
TOTAL NO. OF PAGES: 3

APPROVED BY:

DATE: 6/06/94

OFFICIAL YES PERSONAL

SUBJECT: Policy issue on Property losses

MESSAGE: Please see the attached, as discussed. Please share with Louanne, as it was her e-mail which prompted the question to PPE I sent out the termination letters on Friday and sent copies to you via DHL. I will be in Zambia June 6-9 and Abidjan June 18-26 It is not looking likely that I would be able to come to AID/W as we discussed, at least not before July 8.

3
Rega s, Kim Kester

124

Christopher Randolph@GC@AIDW
 Kathleen OHara@FA PPE@AIDW
 Dirk Dijkerman@AFR@SA1@AIDW
 Richard Webber@REDSO.CON@NAIROBI
 Scott Overall@GC@AIDW, Jay Bergman@OP OD@AIDW

Bcc
 From. Kimberley Kester@REDSO CON@NAIROBI
 Subject Personal Property Loss by Contractors
 Date. Thursday, June 2, 1994 17:13:36 EAF
 Attach.
 Certify. Y
 Forwarded by.

 I have a question regarding the Comptrollers General's decision dated December 7, 1992 concerning personal property losses of both USAID employees and USAID Contractors/Grantees

The issue of personal property losses has been brought to my attention in light of the recent evacuation from Rwanda. Several of the Contractors/Grantees have come to me asking about their ability to file claims with AID under its property loss claims authority. In researching this, I obtained a copy of the Comp Gen decision through a fellow Contracting Officer in the field who had dealt with evacuations. There is nothing concrete in the FAR, AIDAR, OMB Circulars or AID HBs which addresses this issue, as I'm sure you are aware.

The Comp Gen decision makes it abundantly clear that Contractors/Grantees cannot avail themselves of the USG's self-insurance policy, in any dollar amount. It does, however, end with the following statement.

"If AID believes that employees of contractors and grantees who work on AID projects overseas must be assured of protection against personal property losses, just as federal employees are protected under the Claims Act, the logical way to provide the necessary protection is to include a provision in AID's contractual and grant documents to this effect. Unlike a contract provision, section 636(b) does not provide the employee with any assurance that his/her personal property losses will be reimbursed."

That was stated in the Comp Gen decision dated nearly two years ago. This decision was never, to my knowledge, disseminated to Contracting Officers, nor were we ever advised that such a provision could/should be put into our contracts and grants. Did AID take any official stand on this - that COs should/should not put such language into AID contracts/grants?

The query I am now faced with from an understandably chagrined contractor/grantee contingent is ". . . can AID amend the contracts/grants at this time to add such a provision." Good common sense of course says no. However, can I make a case (similar to or under the Christian doctrine) that such a provision could have and should have been in the contracts and grants written for such a notoriously unstable country as Rwanda, and that therefore we were merely putting in writing what was implicitly there all along?

I truly do believe that had this Comp Gen decision received wider distribution, that I would have put such a provision in the Rwanda contracts/grants.

Please advise, and thanks very much

125

To Kimberley Kester@REDSO CON@NAIROBI
 Co Christopher Randolph@GC@AIDW
 E
 From Kathleen OHara@FA PPE@AIDW
 Subject re: Personal Property Loss by Contractors
 Date. Friday, June 3, 1994 18 52 07 EAF
 Attach
 Certify N
 Forwarded by.

 Kim - This response includes the thinking of both Chris and me

Chris pointed out that the Christian Doctrine only applies to mandatory clauses, so it's not applicable in this case. And a change such as you propose would seem to be a unilateral gift at this point - there'd be no consideration.

In thinking about your question, it struck me that we probably couldn't add a clause saying we'd cover catastrophic losses because it would be a contingent liability. Our assumption has been that contractors/grantees could buy insurance to cover at least some losses, and the cost of insurance would be eligible under the contract, and anything extraordinary would be covered by 636(b) as appropriate when funds are available.

Regards, Kitty

SENT BY

MAY-19-1994 12 00 FROM KENYA 5-31-94 9 38AM

MGT SYS INT L-

202 663 3391.# 2/10

Al Miller

UNITED STATES OF AMERICA

AGENCY FOR INTERNATIONAL DEVELOPMENT

REGIONAL ECONOMIC DEVELOPMENT SERVICES OFFICE FOR
EAST AND SOUTHERN AFRICA (REDSO/ESA)

United States Postal Address
REDSO/ESA/CON
Unit 64102
APO AE 09831-4102

International Postal Address
REDSO/ESA/CON
P. O. Box 30261
NAIROBI, KENYA

F A X T R A N S M I S S I O N

FROM: FAX NO.: 254-2-330945

TEL. NO. 254-2-331160

TO: Jill Rizika

FAX. NO. (202) 408-5397

OFFICE: World Learning, Inc.

TEL. NO. (202) 408-5420

FROM: Kim Kester, RCO *KK*

TOTAL NO. OF PAGES: 10

APPROVED BY: *KK*

DATE: 5/19/94

OFFICIAL XXX PERSONAL _____

SUBJECT: Rwanda Evacuation - Property Loss Claims

MESSAGE: I have received guidance on the subject issue, including a Comptroller General decision in this regard. I have attached a copy of this decision. I have also attached a page from the relevent OMB cost principles regarding insurance, in case WLI had either provided insurance to its employees or allowed employees to obtain insurance and be reimbursed for this expense.

Regards, Kim Kester

missing page 2



Comptroller General
of the United States

Washington, D.C. 20548

Decision

Matter of: Agency for International Development--
Authority to Pay Claims under Section 636(b)
of the Foreign Assistance Act of 1961

File: B-246211.2

Date: December 7, 1992

DIGEST

1. Section 636(b) of the Foreign Assistance Act of 1961 which authorizes Agency for International Development (AID) to make payments for administrative and operating purposes without regard to laws and regulations governing the obligation and expenditure of funds, does not authorize AID to make payments for employee's claims for personal property losses in excess of the \$40,000 ceiling on such claims set by the Military Personnel and Civilian Employees Claims Act of 1964, 31 U.S.C. § 3221(b).

2. In order to authorize the use of section 636(b) to provide relief to employees of its contractors and grantees, AID must show that successful implementation of the Foreign Assistance Act would be jeopardized if such relief were not provided. AID is not authorized to provide such relief merely because it wishes to treat these employees in the same manner as its own employees.

DECISION

This responds to a request from the Acting General Counsel, Agency for International Development (AID), to resolve a conflict that has arisen between the AID Inspector General (IG) and AID regarding the extent of AID's authority under section 636(b) of the Foreign Assistance Act of 1961, as amended (FAA), 22 U.S.C. § 2396(b). Specifically, we are asked to determine whether AID has authority under section 636(b) to pay (1) claims of its employees for personal property losses in amounts that exceed the \$40,000 limitation established by the Military Personnel and Civilian Employees Claims Act of 1964, as amended (Claims Act), 31 U.S.C. § 3721(b), and (2) claims of employees of AID contractors and grantees for personal property losses.

We conclude that section 636(b) does not authorize AID to pay its employees any amounts that exceed the \$40,000

"Funds made available for the purposes of this Act may be used for compensation, allowances and travel of personnel including Foreign Service personnel . . . for printing and binding without regard to the provisions of any other law, and for expenditures outside the United States for the procurement of supplies and services and for other administrative and operating purposes (other than compensation of personnel) without regard to such laws and regulations governing the obligation and expenditure of funds of the United States Government as may be necessary to accomplish the purposes of this Act." (Emphasis added.)

The issue before us is whether section 636(b) authorizes AID to pay claims of its employees for personal property losses in excess of the \$40,000 limit in the Claims Act and to pay claims for personal property losses of employees of its contractors and grantees who are not eligible for any recovery under the Claims Act.

AID and IG Positions

AID maintains that section 636(b) provides the authority to pay these claims without regard to the limitations as to amount and eligibility contained in the Claims Act because the losses and resulting hardships suffered by AID-funded personnel (including AID and non-AID employees) in both Somalia and Liberia were "extraordinary" in two respects. First, according to AID, almost all AID-funded personnel in these countries "lost practically all their possessions." Second, private insurance companies in both cases invoked the war clause exclusion in their policies to deny coverage for the losses.

AID contends that for more than 30 years the executive branch has taken the position that mitigating hardships of personnel administering foreign assistance overseas in circumstances such as these is "necessary to accomplish the purposes of" the FAA within the meaning of section 636(b). AID states that this position had its genesis in Executive Order 10893, November 8, 1960,² which expressly permitted the antecedent of section 636(b), section 411(d) of the Mutual Security Act of 1954, as amended, 22 U.S.C. § 1931(d) (1958), to be used "to obviate or mitigate hardship occurring with respect to personnel administering functions under the Act."

²Executive Order 10893 was superseded in 1961 upon the passage of the Foreign Assistance Act of 1961, which contained section 636.

SENT BY

MAY 2 '94

17:06

5-31-94 . 9 41AM .

MGT SYS INT L-

202 663 3391.# 5/10

FROM URC-INTERNATIONAL DIV

TP 1120044770

PAGE 005

The IG's Office argues that AID has no legal basis to use section 636(b) to settle its employees claims, for several reasons. First, it maintains that payments for losses of personal property constitute "compensation of personnel" within the meaning of that phrase in the parenthetical exclusion of section 636(b) and thus are not authorized under a literal reading of the statutory language. Second, even if this interpretation is not adopted, the IG states that section 636(b) should not have been used here because, contrary to the statutory requirement "there was no showing that the use of section 636(b) was necessary for accomplishing the purposes of the Foreign Assistance Act." *ARG Public Papers*, at 7.

ANALYSIS

While our Office agrees with the IG's conclusions that section 636(b) does not authorize AID to avoid the limitations imposed by the Claims Act, our position is based on a somewhat different rationale. We believe that the Claims Act was intended to govern the maximum amounts payable to all federal employees, including AID employees, who suffer losses of personal property incident to service. An examination of the legislative history of the Claims Act and its various amendments supports our view.

In 1964, Congress provided all executive agencies with statutory authority to address the type of extraordinary losses that in AID's view necessitates resort to the special authority in section 636(b). The Claims Act extended ~~statutory authority~~, which already existed for military personnel and civilian employees of the military departments, to include claims for personal property losses by all federal civilian employees. Pub. L. No 88-558, 78 Stat. 757, 768 (1964). The legislative history shows that the purpose of the Claims Act was to compensate individuals who have suffered "heavy personal losses." H.R. Rep. No 382, 89th Cong., 1st Sess. 6 (1965).

The Claims Act initially allowed agencies to pay up to \$6,500 for personal property losses suffered incident to government service. Amendments to the Claims Act increased the ceiling for payments of claims to \$10,000 in 1967, \$15,000 in 1974, and \$25,000 in 1983. Additionally, in 1980, Congress amended the Claims Act to authorize payment of up to \$40,000 for federal civilian employees and military personnel if their losses in a foreign country resulted from an evacuation due to political unrest. Pub. L. No. 96-519, 94 Stat. 3031-3032 (1980). The basis for this "dichotomy in benefits" was the political concern for our evacuees from Iran and the victims of the attacks upon U.S. embassies in Iran and Pakistan. See H.R. Rep. No. 1037, 100th Cong., 2d Sess. 6 (1988). In 1989, the Claims Act was revised

4

B-246211 2

02-MAY-1994 23:06

321 654 5976

P 005

BEST AVAILABLE COPY

130

again to treat all incident-to-service personal property losses the same by setting the maximum amount payable for all claims by military personnel and federal employees at \$40,000. Pub. L. No. 100-565, § 1, 102 Stat. 2833 (1988). This legislation was proposed by the Department of Defense to insure that all military personnel and federal civilian employees were treated equally under the Claims Act for personal property losses incident to service. H.R. Rep. No. 1037 at 6.

The Claims Act was originally enacted to provide a clear, definite and workable statutory authorization for the payment of claims. H.R. Rep. No. 858, 96th Cong., 2d Sess. 5 (1980). We find no indication that Congress contemplated that AID employees would be specially exempted from the Claims Act and the limitations set forth therein. To the contrary, the legislative history of the 1980 amendments to the Claims Act indicates that Congress intended that claims submitted by employees of the three largest foreign affairs agencies, including AID, would be treated uniformly under the legislation. This is demonstrated by the following excerpt from the report of the House Judiciary Committee on the 1980 legislation:

" . . . when the authority to reimburse employees for personal property losses was granted to civilian agencies just over fifteen years ago, it was agreed among the three largest foreign affairs agencies—State, AID and ICA (then OSIA)—that the claims program should be administered in such a manner that the employees of these agencies would be treated equally. Accordingly, there are joint regulations which govern the adjudication of claims by all employees of State, AID and ICA.

" . . . The committee was informed that the joint regulations have provided the means for assuring equitable and uniform claims processing for the large segment of overseas civilian personnel who are employed by these agencies " (Emphasis added.) Id. at 6.

Further, regarding AID's accession when section 635(b) of the FAA authorizes payments for claims that are not covered by the Claims Act in situations such as these because of the magnitude of the losses suffered and the absence of insurance coverage for losses caused by foreign civil disturbances, the 1980 amendments to the Claims Act were made specifically to cover losses that occurred in just such circumstances. The report of the House Judiciary Committee clearly demonstrates this to be the case:

"At the hearing held . . . on February 6, 1980, it was pointed out that the circumstances which

5

B-246211.2

BEST AVAILABLE COPY

prompted evacuations, and cases where damage resulting from mob violence, terrorist attacks and hostile acts involved instances in which personnel cannot protect their possessions by obtaining insurance. Where employees and military personnel have obtained insurance to protect their belongings in foreign countries, the policies have ~~exclusions for damage resulting from such acts.~~
As a practical matter, for such losses in overseas areas, insurance against the increased risks of loss occasioned by political unrest, civil disorders, and forced abandonment of personal property is simply unavailable. The committee has been advised that, in fact, many Iranian evacuees who thought they had insurance against such risks were shocked and dismayed when they later were informed by their insurance carriers to the contrary.

"The committee has concluded that claims arising from overseas evacuation claims need special legislative treatment because of events such as those which occurred in Iran this past year where numerous United States personnel suffered substantial or total losses of their household goods and personal effects." Id. at 6. (Emphasis added.)

Accordingly, it is apparent that the Claims Act, as amended, ~~contemplates what AID views as the extraordinary~~ circumstances that occurred here. Furthermore, it is clear that Congress intended the Claims Act to apply to losses by AID employees in the same manner and to the same extent it covers losses by all other federal civilian and military personnel. Thus, we see no basis for AID's determination that section 636(b) authorizes it to allow its employees to receive greater benefits than other federal civilian employees or military personnel who suffered personal property losses during the Somalia and Liberia evacuations can receive under the Claims Act.

We recognize that Executive Order 10893, November 8, 1960, provided that AID could use its authority under the antecedent of section 636 (section 411 of the Mutual Security Act of 1954) "to obviate or mitigate hardship" of AID personnel. However, Executive Order 10893, which was superseded in 1961, was issued at a time when executive agencies had no authority to settle claims for personal property losses of civilian personnel. Thus, AID's reliance on this Executive Order as supporting its position that

section 636(b) authorizes AID to override statutory limitations on the right of federal civilian employees to recover for personal property losses, a right which did not exist when the Executive Order was in effect, is misplaced in our view.

While it is arguable that AID could have relied legitimately on section 636(b) to authorize payments to its employees if they had suffered losses of this type at a time when no statutory remedy otherwise existed that would allow for such payments, that argument lost most of its power and force upon the enactment of, and subsequent amendments to, the Claims Act which expressly provides for recovery in such circumstances. We do not believe that section 636(b) provides AID with unique authority to disregard the provisions of the Claims Act which otherwise limit the amounts that may be paid to all federal civilian employees. In this respect, our Office has previously held that section 636(b) authority "was intended to be judiciously applied" and should not be construed as a waiver of or an exception to all laws and regulations relating to the obligation of expenditure of government funds. See B-188968, Oct. 17, 1978. In particular, we do not believe that this authority may properly be used to circumvent laws and regulations to resolve administrative problems that are not peculiar to AID.

The second issue is whether AID is authorized to use its section 636(b) authority to pay the claims of employees of its contractors and grantees for their personal property losses under the circumstances described. The section authorizes AID to make expenditures for administrative or operating purposes without regard to laws and regulations governing the obligation and expenditure of funds if such expenditures are necessary to accomplish the purposes of the FAA. However, AID has not identified any administrative or operating purpose that could not be accomplished without providing financial assistance to these non-AID employees.

Essentially, the only rationale AID offers for paying these claims is that it wishes to treat its contractor and grantee employees in the same manner as its own employees. Although we appreciate AID's desire to provide relief to these employees, it is not authorized to do so merely because it wishes to treat contractor and grantee employees in the same manner as its own employees. There must be a showing that successful implementation of the FAA program would be jeopardized if such relief were not provided. No such showing has been made here. In particular, there is no suggestion of how payments to employees of AID contractors, clearly beyond any obligation of the government under those contracts, contributes in any way to the FAA program.

11-MAY-1994 11-18

U.S. A I D. SWAZILAND

00268 44770

P.012

MAY 2 '94 17-08 FROM URC-INTERNATIONAL DIU

1126844770

PAGE.010

If AID believes that employees of contractors and grantees who work on AID projects overseas must be assured of protection against personal property losses, just as federal employees are protected under the Claims Act, the logical way to provide the necessary protection is to include a provision in AID's contractual and grant documents to this effect. Unlike a contract provision, section 636(b) does not provide the employee with any assurance that his or her personal property losses will be reimbursed.

Accordingly, based on the present record, we conclude that AID is not authorized to use section 636(b) to pay the claims of employees of its contractors and grantees in this case.

Milton J. Houston
 for Comptroller General
 of the United States

60030

Federal Register / Vol. 65, No. 132 / Tuesday, July 8, 1990 / Notices

or collectively or any other tangible capital asset, wherever located, and whether owned or leased by the organization.

(2) "Idle facilities" means completely unused facilities that are excess to the organization's current needs.

(3) "Idle capacity" means the unused capacity of partially used facilities. It is the difference between that which a facility could achieve under 100 per cent operating time on a one shift basis less operating interruptions resulting from time lost for repairs, setups, unsatisfactory materials and other normal delays and the extent to which the facility was actually used to meet demands during the accounting period. A multi-shift basis may be used if it can be shown that this amount of usage could normally be expected for the type of facility involved.

(4) "Costs of idle facilities or idle capacity" means costs such as maintenance, repair, housing, rent, and other related costs; e.g., property taxes, insurance, and depreciation or use allowances.

b. The costs of idle facilities are unallowable except to the extent that:

(1) They are unnecessary to meet fluctuations in workload or

(2) Although not necessary to meet fluctuations in workload they were necessary when acquired and are now idle because of changes in program requirements efforts to achieve more economical operations, reorganization, termination, or other causes which could not have been reasonably foreseen. Under the exception stated in this subparagraph, costs of idle facilities are allowable for a reasonable period of time, ordinarily not to exceed one year depending upon the initiative taken to use, lease, or dispose of such facilities (but see paragraphs 47 b. and d.)

c. The costs of idle capacity are normal costs of doing business and are a factor in the normal fluctuations of usage or indirect cost rates from period to period. Such costs are allowable provided the capacity is reasonably anticipated to be necessary or was originally reasonable and is subject to reduction or elimination by subcontracting, renting, or sale, in accordance with sound business, economic, or security practices. Widespread idle capacity throughout an entire facility or among a group of events having substantially the same function may be idle facilities.

17. *Independent research and development* [Reserved]

18. *Insurance and indemnification*

a. Insurance includes insurance which the organization is required to carry or which is approved, under the terms of the award and any other insurance which the organization maintains in connection with the general conduct of its operations. This paragraph does not apply to insurance which represents fringe benefits for employees (see paragraph 8.E. and 8.G.(3)).

(1) Costs of insurance required or approved, and maintained, pursuant to the award are allowable.

(2) Costs of other insurance maintained by the organization in connection with the general conduct of its operations are allowable subject to the following limitations:

(a) Types and extent of coverage shall be in accordance with sound business practice and the rates and premiums shall be reasonable under the circumstances.

(b) Costs allowed for business interruption or other similar insurance shall be limited to exclude coverage of management fees.

(c) Costs of insurance or of any provisions for a reserve covering the risk of loss or damage to Government property are allowable only to the extent that the organization is liable for such loss or damage.

(d) Provisions for a reserve under a self insurance program are allowable to the extent that types of coverage, extent of coverage rates and premiums would have been allowed had insurance been purchased to cover the risks. However, provision for known or reasonably estimated self-insured liabilities, which do not become payable for more than one year after the provision is made shall not exceed the present value of the liability.

(e) Costs of insurance on the lives of trustees, officers, or other employees holding positions of similar responsibilities are allowable only to the extent that the insurance represents additional compensation (see paragraph 8). The cost of such insurance when the organization is identified as the beneficiary is unallowable. Actual losses which could have been covered by permissible insurance (through the purchase of insurance or a self insurance program) are unallowable unless expressly provided for in the award, except:

(a) Costs incurred because of losses not covered under nominal deductible insurance coverage provided in keeping with sound business practice are allowable.

(b) Minor losses not covered by insurance, such as spoilage, breakage and disappearance of supplies which occur in the ordinary course of operations, are allowable.

b. Indemnification includes securing the organization against liabilities to third persons and any other loss or damage, not compensated by insurance or otherwise. The Government is obligated to indemnify the organization only to the extent expressly provided in the award.

19. *Interest, fund raising, and investment management costs*

a. Costs incurred for interest on borrowed capital or temporary use of endowment funds, however represented, are unallowable.

b. Costs of organized fund raising, including financial campaigns, redowment drives, solicitation of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions are unallowable.

c. Costs of investment counsel and staff and similar expenses incurred solely to enhance income from investments are unallowable.

d. Fund raising and investment activities shall be allocated an appropriate share of indirect costs under the conditions described in paragraph 9 of Attachment A.

20. *Labor relations costs*. Costs incurred in maintaining satisfactory relations between the organization and its employees, including costs of labor management committees, employee publications, and other related activities are allowable.

21. *Losses on other awards*. Any excess of costs over income on any award is unallowable as a cost of any other award. This includes but is not limited to the organization's contributed portion by reason of cost sharing agreements or any underrecoveries through negotiation of lump sums for or collages on, indirect costs.

22. *Maintenance and repair costs*. Costs incurred for necessary maintenance, repair or upkeep of buildings and equipment (including Government property unless otherwise provided for) which neither add to the permanent value of the property nor appreciably prolong its intended life, but keep it in an efficient operating condition, are allowable. Costs incurred for improvements which add to the permanent value of the buildings and equipment or appreciably prolong their intended life shall be treated as capital expenditures (see paragraph 13).

23. *Materials and supplies*. The costs of materials and supplies necessary to carry out an award are allowable. Such costs should be charged at their actual prices after deducting all cash discounts, trade discounts, rebates, and allowances received by the organization. Withdrawals from general stores or stockrooms should be charged at cost under any recognized method of pricing consistently applied. Incoming transportation charges may be a proper part of material cost. Materials and supplies charged as a direct cost should include only the materials and supplies actually used for the performance of the contract or grant, and due credit should be given for any excess materials or supplies retained, or returned to vendors.

24. *Meetings, conferences*

a. Costs associated with the conduct of meetings and conferences and include the cost of renting facilities, meals, speakers fees, and the like. But see paragraph 12, *Entertainment costs* and paragraph 22, *Participant support costs*.

b. To the extent that these costs are identifiable with a particular cost objective they should be charged to that objective (See paragraph 8. of Attachment A.) These costs are allowable provided that they meet the general tests of allowable shown in Attachment A to this Circular.

c. Costs of meetings and conferences held to conduct the general administration of the organization are allowable.

25. *Memberships, subscriptions, and professional activity costs*

a. Costs of the organization's membership in civic, business, technical and professional organizations are allowable.

b. Costs of the organization's subscriptions to civic, business, professional, and technical periodicals are allowable.

c. Costs of attendance at meetings and conferences, sponsored by others when the primary purpose is the dissemination of technical information, are allowable. This includes costs of meals, transportation, and other items incidental to such attendance.

26. *Organization costs*. Expenditures, such as incorporation fees, brokers fees, fees to promoters, organizers or management consultants, attorneys, accountants, or investment counselors, whether or not employees of the organization, in connection

BEST AVAILABLE COPY

TOTAL P 010

135

FAX COVER

MANAGEMENT SYSTEMS INTERNATIONAL

600 Water Street, S W NBU 7-7

Washington, D C 20024

FAX NO (202) 488-0754

Date. 31 May. 94

Total Pages 11

Fax No 202-663 3391

TO Louanne Dorris

FROM John Berry

SUBJECT Comptroller's finding

Charge Number 3022

[Confirm at (202) 484-7170]

MEM - CLMS

CLAIMS

Draft

MEMO - CLAIMS

MEMORANDUM

Never
Sent
issue
outstanding

DATE June 2, 1994
TO Mary Alice Kleinjan, GC/AFR
THRU Paul J Guedet, Director, AFR/EA
FROM Dirk W Dijkerman, Acting Director, USAID/Rwanda
SUBJ Request for Determination on Payment for Grantee/Cooperative Agreement Recipients' Claims for Personal Property Losses
REF Decision from the Comptroller General dated December 7, 1992, File No ??-246211 2

American citizens, including USAID contractors, grantees, and Cooperative Agreement recipients, were evacuated from Rwanda following the renewed outbreak of Rwanda's civil war on April 6, 1994. It has already been determined that the homes of a number of USAID contractors and Cooperative Agreement recipients have been looted during the continuing fighting and social unrest in Rwanda.

USDH employees can seek relief for such losses by submitting claims under the Military Personnel and Civilian Employees Claims Act of 1964, as amended, 31 U.S.C. ? 3221(b). Provisions for such claims by contractors exist in the Standard Provisions of ~~the~~ USAID-funded contracts. No comparable provisions exist to provide relief for personal property losses sustained by individuals employed by Cooperative Agreement recipients.

Following the evacuation of Liberia and Somalia, the Comptroller General considered a request from AID's Acting General Counsel to permit the provision of relief to employees of its contractors and grantees under the provisions of Section 636(b) of the Foreign Assistance Act of 1961.

The Comptroller General determined that

"In order to authorize the use of Section 636(b) to provide relief to employees of its contractors and grantees, AID must show that successful implementation of the Foreign Assistance Act would be jeopardized if such relief were not provided. AID is not authorized to provide such relief merely because it wishes to treat these employees in the same manner as its own employees."

In conclusion, the Comptroller General's Decision states

"If AID believes that employees of contractors and grantees who work on AID projects overseas must be

assured of protection against personal property losses, just as federal employees are protected under the Claims Act, the logical way to provide the necessary protection is to include a provision in AID's contractual and grant documents to this effect Unlike a contract provision, Section 636(b) does not provide the employee with any assurance that his or her personal property losses will be reimbursed "

~~It should be noted that~~ This Decision by the Comptroller General was issued more than a year and a half ago To the best of our knowledge, however, the Agency has neither provided its Contract Officers with copies of this Decision nor advised them that such provisions for compensation for personal property losses should be included in any future Cooperative Agreements *and W.I.*

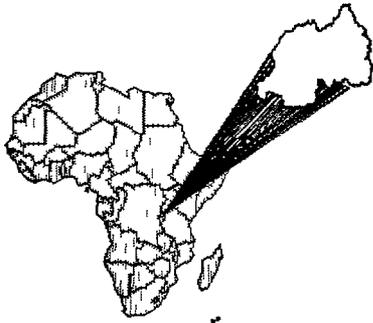
The Mission's contracting office at REDSO/EA advises us that had they known of the Comptroller General's Decision and the recommendations therein, they would have included provision for compensation for personal property losses in any Grant or Cooperative Agreement awarded for work in a country as unstable as Rwanda has been for the past three and a half years

We therefore request that a ruling be made to permit USAID/Rwanda Cooperative Agreements to be amended to include provision for compensation for loss of personal property in a foreign country resulting from an evacuation due to political unrest

Clearance

REDSO/EA/RCO KKester_____

_____ *LL*



Rwanda Program Realignment

Direct Hire Staff During the Realignment and Their Current Location

After July 31, 1994, USAID/Rwanda is scaling back to a smaller operation. Staff have been or are in the process of being reassigned as follows:

<u>Name</u>	<u>Onward Assignment</u>
Claudia CANTELL, PDO	AFR/DP
Dirk DIJKERMAN, A/DIR	ANE (Washington)
Louanne DOURIS, A/PRM	USAID/Kampala
Kurt FULLER, ADO	PPC (Washington)
Debbie GRIESER, IDI/CONT	USAID/Conakry
Greg HEMPHILL, CONT	FM (Washington)
William MARTIN, HPO	AFR (Washington)
Dwight SMITH, ECON	USAID/Rwanda
Christophe GRUNDMAN, CDC/PASA	unknown

**U S Government
Memorandum**

Date June 1, 1994
To Willy Hardin, FA/AS/TTM, USAID/Washington
From Dirk Dijkerman, A/Director, USAID/Rwanda
Subject List of Potential Claimants for Lost Household Effects in Rwanda

As requested, below are the list of USDH staff who may be submitting claims for their personal effects lost in Rwanda due to the civil war. Civil war exploded once again in Rwanda on April 6, 1994 and all U S G personnel (including the Ambassador) were evacuated shortly thereafter. Information on the status of the staff's household effects is being obtained by STATE. Updates and declarations on the status of peoples personal effects are and will continue to be provided by STATE, per established policy.

The USAID direct-hires assigned to USAID/Rwanda, hence potential claimants, at the time were

Claudia Cantell, Project Officer
Dirk W Dijkerman, A/Director
Louanne Douris, Program Officer
Kurt Fuller, Agricultural Officer
Debbora Greiser, IDI/Controller
Greg Hemphill, Controller
William Martin, Health and Population Officer
Ray Reddy, Executive Officer
Dwight Al Smith, Program Economist

In addition, there are two other potential claimants

Gary Nelson, former Director (now retired)
Christophe Grundman, CDC/TAACS Advisor (a USDH with CDC)

The former Director, Gary Nelson's HHE was, to the best of our knowledge, at the airport in Kigali when the fighting broke out. Elso has no record of receiving it and the airlines have no record of it having departed Kigali. Consequently, he will be submitting a claim as well.

Christophe Grundman is assigned to USAID/Rwanda as a CDC USDH (limited

appointment) He has all the privileges of a USAID USDH (e g , pouch, medical,
)

Please let me know if you need any additional information I can be reached on e-mail (please use the AFR SA1 address) or by phone (3-3383)

clearance RayReddy, EXO RR date 6/1/94



United States Department of State

Washington, D C 20520

July 8, 1994

UNCLASSIFIED

A C T I O N M E M O R A N D U M

TO A/OPR - Charles P Respass
FROM AF/EX - William *W* Hudson
SUBJECT Approval for Kigali Employees to Submit Claims for
 Abandoned Personal Property

ISSUE FOR DECISION

Whether to approve the submission of claims from Kigali employees for loss of personal property without on-site verification that property was looted or destroyed

ESSENTIAL FACTORS

The United States Mission to Rwanda closed its doors as the last American employee departed the Kigali chancery on April 10, 1994 as a result of the renewed civil war in Rwanda. On July 6th, the Under Secretary of State for Management did not approve the 30-day extension of ordered departure of employees and dependents from Kigali, thereby suspending operation of the United States Mission to Rwanda.

In May we had on-site confirmation that the Mission warehouses and 3 residences of direct-hire employees were completely gutted. Since then rebel forces gradually won control of the capital, fighting their way through the city's residential areas to its center. It is now reasonable to assume that the unpaid and unarmed contract guards at our residences have fled and that most, if not all, of the personal property of our employees has been looted or destroyed as a result of the fighting for control of the Rwandan capital.

RECOMMENDATION

That you allow employees of the U S Mission to Rwanda to file claims for personal property abandoned as a result of the directed departure of employees and dependents in April, 1994.

APPROVE *W. Hudson*

DISAPPROVE _____

UNCLASSIFIED

142

Deborah Grieser
Deborah Grieser

TO UNUSUAL AND SPECIAL CIRCUMSTANCES OF CIVIL WAR AND THE POST
ATION/POST CLOSURE IN RWANDA, THE MISSION MANAGEMENT IS PROVIDING THE
WING POST CLEARANCE WITH THE UNDERSTANDING THAT WHEN A CLOSE-OUT TEAM IS
TO TRAVEL TO THE MISSION, TAKE INVENTORIES AND REVIEW FINANCIAL RECORDS
THE EMPLOYEE WILL BE NOTIFIED OF ANY NECESSARY ACTIONS

- (1) CLEARANCE FOR THE USG PROPERTY LOCATED AT YOUR RESIDENCE IS GRANTED *AG*-----
EXO
- (2) CLEARANCE FOR THE OFFICE PROPERTY IN YOUR CUSTODY IS GRANTED *AG*-----
EXO
- (3) CLEARANCE FROM THE LIBRARY IS GRANTED *AG*-----
EXO
- (4) CLEARANCE FOR THE SECURED DOCUMENTS AND RECORDS GRANTED -----
A/D
- (5) CLEARANCE FOR THE FINANCIAL OBLIGATIONS (ADVANCES, TRVL VOUCHERS ETC) IS
GRANTED -- *AG*-----
CONT

Sample,
never from
being typed

July 25, 1994

USAID/RWANDA FSN EMPLOYEES LIST

<u>NAME</u>	<u>TITLE</u>	<u>STATUS</u>
Bamambike, Eugene	Janitor	
Binyenzi, Shadrac	Proc Agent	Nairobi
Bitwayiki, Charles	Receptionist	Gisenyi -6/14
Bucyana, Sosthene	Proj Mgr	Byumba area hospitals
Gasana, Andrew	C&R clerk	rpted deceased
Gasirabo, Rosine	DIR sec	Brussels
Gatera, Pierre	Supply Sup	rpted deceased -
Gatete, Hamada	Janitor	Bujumbura
Gatunde, Leopold	Former driver	
Harelimana, Agnes	Voucher exam	
Joergensen, Bernadette	Pro Mgr	Denmark
Kabera, Fidele	C&R clerk	
Kagoyinyonga, Godelieve	Voucher Exam	rpted deceased/Butare?
Karangwa, Prudence	Supply Sup	Washington, D C
Karemera, Emmanuel	Finan Analyst	Kabuga
Kayitare, Emmanuel	Shipping Asst	reported deceased
Kayitese, Emerithe	CONT Sec	rpted deceased/poss Gitarama
Mivumbi, Daniel	Proj Mgr	reported deceased
Mudenge, Claudine	Accting Tech	Kampala - Nairobi
Muhikira, Leon	Shipping Asst	Byumba - Kampala
Mujawamariya, Eugenie	Training Asst	rpted poss deceased
Mujawimana, Jeanne	Translator	Near Goma early July
Mukashema, Dative	Sec/Librarian	
Mukazaniwa, Fabian	Driver	OK 5/16

Mulindahbi, Pierre Clavel	Driver	reported deceased
Munyambonera, Augustin	Supply clerk	OK 5/16
Munyankazi, Colette	Pers/Travel	OK 5/16
Mupenzi, Felix	Voucher Exam	reported deceased
Murangwa, Joseph	Systems Mgr	Byumba
Mwanuyera, Patricia	HPO Sec	reported deceased
Nangwahafi, Celestin	Gardener	was in Gikondo
Ndamukunda, Wesley	C&R Supervisor	Nairobi
Ndayisaba, Emile	C&R clerk/messenger	Kabuga
Ngaboyimanzi, Damascene	Proj Mgr	Nairobi (wife Byumba)
Niyibizi, Bonaventure	Asst Prog Econ	Kabuga
Nyirahakizinanana, Emerance	File Clerk/Cash	Kabuga
Nsengimana, Samuel	Driver	Gitarama 6/8
Ntabashwa, Aimable	Prog Sec	reported deceased
Ntaganira, Francois	Training Asst	reported deceased
Nzahabwanamungu, Patrice	Proj Mgr	Gisenyi
Raha, Eugenie	ADO Accountant	Nairobi
Rucyahana, Emmanuel	PDO Sec	Gitarama (?)
Rutayisire, Manasseh	Voucher Exam	rpted deceased/poss Gitarama
Rutayisire, Sosthene	Driver Mechanic	OK 5/16
Rutinduka, Vianney	Gardener	
Ruzigamanzi, Antoine	Proj Mgr	Nairobi/Goma
Ruzirabwoba, Thaddee	Acct Tech	possibly deceased
Rwamasirabo, Viateur	Janitor	
Sebera, Clement	Driver	reported deceased
Twagirumukiza, Emmanuel	Proj Mgr	rpted poss deceased
Uwinganj1, Angele	Admin Asst	rpted dec /poss Zaire

Yankunze, Samuel

Motorpool Sup

Gisenyi

Rukashaza, Rita

EXO

Wisconsin, husband
Nairobi

Masambuko, Christophe

GSO

Bujumbura

CONTACTS FOR FSNS AND/OR NEXT OF KIN

FSNS In Europe

Gasirabo, Rosine # 37 Zijdelinsesstraat
Apt 16
Tienen, Belgium 3300
Phone 32 16 823 094

Joergensen, Bernadette Copenhagen, Denmark
Phone 45 30 625252
FAX 45 35 430125 - Paul's Office

Family of FSNS

Niyibizi, Bonaventure Cousin Terese Poirier
Montreal
(514) 581-8440

Family of FSNS Reported Diseased

Gatera, Pierre Son Gabuka, Felix
Light College, Katikamu
P O Box 4103
Kampala, Uganda

Wife May be in Burundi
Other Additional info may be available
through Dominique Philippon (former
PC DIR) now in Jerusalem with CRS
phone Office 972 2 829 149
Home 972 2 833 573

Kayitare, Emmanuel Cousins Joy Shalita (301) 933-6175
Willis Shalita O (415) 561-8837
H (510) 733-0730
Fiona Sali (301) 299-1079
between 2 and 4 PM

Ntaganira, Francois Brother Louis Rutare
1912 West Rundle
Lansing, MI 48910
H (517) 484-1953
O (517) 373-9786



Rwanda Program Realignment

Support for USAID/Rwanda's FSNs

This note summarizes what steps USAID/Rwanda has taken to assist its FSN family, what commitment have been made, and what future plans for the FSN's have been set in motion

This note is one of a series on the Rwanda Program Realignment, all of which can be found in Washington, with the AFR/EA/RB Desk Officer. The purpose of this note is to be a bulletized record of what transpired so that those who must make decisions on the Rwanda program after all the current USAID/Rwanda American staff, i.e., institutional memory, have departed, can do so in an informed manner

1 Salaries

- a After the evacuation of the Mission, the CONT and EXO organized with RFMC, and with USAID/Kenya, USAID/Burundi, USAID/Tanzania, and USAID/Uganda Controllers and EXOs procedures for getting the salary payments to the FSN staff who had found their way to the neighboring countries. A letter from the A/DIR to all FSNs was prepared and distributed widely in the region to inform them what to do (see files)
- b Salary payments follow the approved Rwanda FSN Compensation Plan
- c Back salary and salary adjustments stemming from the recent, but not yet implemented, adjustment to the Rwanda FSN Compensation Plan will be executed with the final termination payments and benefits are made. At that time, adjustments will also be made to those staff continuing to work for USAID/Rwanda
- d FSN were kept on regular salary status for as long as STATE PER/FSN, which is the authority for USAID, approved. In this case, STATE approved
 - i payment of regular salaries through Pay Period (PP) 13 (July 8th),
 - ii placing FSN staff of sick leave or annual leave through to the end of FY 1994, as per the recently approved Rwanda FSN Compensation Plan

2 Medical Benefits

- a In conjunction with the Embassy, and per the Rwandan FSN Compensation Plan, USAID/R will approve the reimbursement of medical claims on a case-by-case basis
- b As RFMC is the now the Rwanda accounting station, it will vet any requests for reimbursement through USAID/Rwanda before paying
- c These benefits terminate when the employees are laid off

3 Temporary Duty (TDY) Status

- a TDY status was not authorized for any FSN unless USAID/Rwanda had a legitimate task on which the FSN needed to work
- b For authorized TDYs, the approved Per Diem levels were as follows
 - i standard published rates for those working outside Rwanda,
 - ii a flat rate of \$15 per day (no receipts) for those working inside Rwanda (Note this proposal by USAID/R has not yet been approved by Embassy Admin as of July 9, 1994)

4 Termination and Death Benefits

- a Once the decision is made on the final date for an employee's employment with USAID, RAMC/Paris will calculate the total due the employee and/or employee's surviving family members RAMC/Paris is the payment station for Rwanda's FSNs
- b USAID/Rwanda EXO has prepared termination letters for all the staff
- c USAID/Rwanda EXO and Embassy Admin have provided RAMC/Paris a copy of the newly revised Rwanda FSN Compensation Plan
- d No termination or death benefits beyond what is clearly stipulated in the compensation plan or the FSN handbook were approved or provided

5 Future Employment in Rwanda or the region

- a USAID/Rwanda prepared a memo outlining which core staff would be useful to help close-out the Mission, support emergency activities, and support those remaining development activities that are directly supportive of the emergency program
- b Funds were budgeted in AFR's FY 1995 OE budget for USAID/Rwanda in the eventuality that USAID will be able to return to Rwanda
- c No long-term employment commitments have or could be made to any of the staff
- d Missions in the region were advised that they were free to employ any

- e Rwanda FSN
NGOs and other organizations were also informed about the availability of USAID FSNs
- f Selected FSN staff were also made available to the OFDA Disaster Assistance Response Team (DART) working on Rwanda

6 Information Network and Current Status

- a USAID/Rwanda staff in Washington maintained a information network which assembled and disseminated, when discretion permitted, information on USAID/Rwanda FSNs and family to others. In one case the reunited a FSN employee with his wife and new born son, who had been separated at the start of the tragedy
- b As of early July, based on information gathered from staff and friends, it appears that roughly 15 of 54 (or 28%) of the FSN staff is believed to have been killed. However, no recent (within the last month) information is available on over 50% of the staff

Distribution

AFR/EA/RB Linda Lloyd
AFR/MRP Betty Lind-Ryner
all USAID/Rwanda USDH staff
Rwanda Program Realignment Notebook

file DDijkerman 7/7/94 (May94 b \bk_staff fsn)

USAID/Rwanda
c/o AFR/EA
Room 3909 NS
Department of State
Washington D C 20520-0013

Dear USAID/Rwanda Colleague

On behalf of all of the Americans associated with USAID/Rwanda, I would like to express our happiness that you have reached a place of safety and that we are once again able to communicate with you. The past few weeks have been difficult. However, your safety and well-being is reason to continue to have hope that one day you can work for peace in Rwanda.

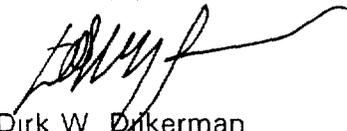
While we have not been able to contact you, we have been thinking about you, and doing what could be done in anticipation of your safe arrival. The Mission has been authorized to pay all FSNs through Pay Period 13 (which ends on July 9, 1994). To receive payment, you need to present yourself to a USAID Mission or an American Embassy.

Currently, the most direct way to get paid is to get to the USAID offices in Nairobi. The address is Union Towers at the corner of Moi Avenue and Mama Ngina Street (across from the Hilton Hotel). The telephone number of the USAID Complex in Nairobi is 33 11-60. Present yourself with any available identification to the reception on the second floor, who will direct you to the USAID/Kenya EXO. EXO will take your personal information and refer you to the Regional Financial Management Center (RFMC) Fiscal Services Division on the 4th floor. RFMC will arrange payment of your salary.

If you can reach any other USAID Mission, such as those in Kampala or Bujumbura, present yourself with any available identification to either the Mission EXO or Controller. The Mission will coordinate with RFMC/Nairobi to pay you your back salary. For locations where there is not a USAID/Mission but there is an American Embassy, you should present yourself to the Embassy Administrative Officer or the Budget and Fiscal Officer with any available identification. The Embassy will coordinate payment of your salary with RFMC/Nairobi. If the Embassy is not aware of the procedure to follow, ask it to contact RFMC/Nairobi's Fiscal Services Division at telephone (254) 2-33-11-60.

If you are unable to go to a USAID Mission or American Embassy, let us know where you are, and eventually we will ensure that you receive your back salary. Again, your safety and well-being is the most important thing. We want to hear from you. Please stay in touch.

Sincerely yours


Dirk W. Dijkerman
Acting Director

USAID/Rwanda
c/o AFR/EA
Room 3909 NS
Department of State
Washington, DC 20520-0013

Chers Collègues,

Au nom de tous les Américains associés avec l'USAID/Rwanda, je voudrais vous exprimer notre joie du fait que vous soyez en sécurité et encore une fois nous sommes en contact avec vous. Les dernières semaines ont été difficiles. Néanmoins, votre sécurité et votre bien-être sont une raison d'espérer qu'un jour vous pourrez travailler en paix au Rwanda.

Pendant qu'il était impossible de vous joindre, nos pensées étaient vers vous et nous avons déployé tous nos pouvoirs pour anticiper votre arrivée saine et sauve. La Mission a été autorisée à payer tous les FSNs y compris la période de paie 13 (qui finit au 9 du mois de Juillet 1994). Pour recevoir le paiement, vous devez vous présenter à la Mission de l'USAID ou à l'Ambassade Américaine.

Actuellement, le moyen le plus direct d'être payé est d'aller aux bureaux de l'USAID à Nairobi. Leur adresse est la suivante: Union Towers à l'intersection de Moi Avenue et de la rue Mama Ngina (en face de l'Hotel Hilton). Le numéro de téléphone du Complexe de l'USAID à Nairobi est 33-11-60. Présentez-vous avec une preuve d'identité à la réception au deuxième étage qui vous dirigera au bureau de USAID/Kenya EXO. EXO notera votre personnelle information et vous référera au Centre Régional de la Gestion Financière (RFMC), Direction du Service des Impôts au 4ème étage. RFMC vous fera le paiement de votre salaire.

Si vous êtes en mesure d'atteindre une autre Mission de l'USAID, telles que celles de Kampala ou Bujumbura, présentez-vous avec une preuve d'identité au Contrôleur ou au EXO de la dite Mission. La Mission coordonnera avec RFMC/Nairobi pour vous payer vos arriérés de salaire. Pour les locations où il n'y a pas de Mission/USAID mais une Ambassade Américaine, vous devez vous présenter au Chef Administratif ou au Chef du Budget et des Impôts avec une preuve d'identité. Si l'Ambassade n'est pas au courant de la procédure à suivre, demandez-les de contacter la Direction du service des Impôts à Nairobi au numéro de téléphone suivant (254) 2-33-11-60.

Si vous n'êtes pas en mesure d'aller à une Mission ou à une Ambassade, faites-nous savoir où vous êtes, et éventuellement nous ferons tout pour que vous receviez vos arriérés de salaire. Encore une fois, votre sécurité et votre bien-être sont les choses les plus importantes. Nous souhaitons avoir de vos nouvelles et vous prions de garder le contact.

Mes Salutations,



Dirk W. Dijkerman
Directeur a 1

UNCLASSIFIED
U S AGENCY FOR INT'L DEV
TELECOMMUNICATIONS CENTER

OUTGOING
TELEGRAM

PAGE 01 OF 02 STATE 179009 061803Z 0902 036026 AID6996 STATE 179009 061803Z 0902 036026 AID6996
ORIGIN PER 00

ORIGIN OFFICE NONE 01
INFO AFAE 04 AF 02 EUDP 01 /008 AB 06/1919Z
INFO LOG 00 AF-00 AID 00 OASY 00 EUR 00 FOE-00 TEDE 00
ADS-00 USIE 00 /004R

DRAFTED BY PER/FSN/SB SLUMSDEN MAM 0207M
APPROVED BY PER/FSN ECARROLL
PER/FSN/SB ECARROLL AF/EX WHUDSON
PER/FSN/PCM RRWEST AF/EX KKOWALCHEK
PER/FSN/PR LLYONS USAID/M/HR/POD/PMC PSTROM
DESIRED DISTRIBUTION
PER/FSN AF/EX, USAID/M/HR/POD/PMC USIA/M/PFN
597470 061806Z /38

D P 061757Z J5 94
FM SECSTATE WASHDC
TO USOFFICE RAMC TEXT PARIS IMMEDIATE
INFO AMEMBASSY BUJUMBURA PRIORITY
AMEMBASSY NAIROBI
AMEMBASSY KAMPALA
AMEMBASSY DAR ES SALAAM
AMEMBASSY BRUSSELS
AMEMBASSY COPENHAGEN

UNCLAS STATE 179009

RAMC PARIS FOR PAYROLL/MIKE BODLE FROM PER/FSN AND AF/EX

E O 12356 N/A
TAGS AFSN AMGT AFIN RW

SUBJECT FSN COMPENSATION FOR KIGALI FSN EMPLOYEES

FOR ADMIN PERSONNEL AND BUDGET OFFICERS

REF A) STATE 116102 B) STATE 128076
C) 6/29/94 MEMORANDUM FROM AF/EX TO PER/FSN

1 REFS A AND B AUTHORIZED PAID EXCUSED ABSENCE FOR KIGALI FSN EMPLOYEES UNABLE TO REPORT TO WORK DUE TO CIVIL UNREST BEGINNING FROM START OF CIVIL UNREST (ON OR ABOUT 4/10/94) THROUGH THE END OF PAY PERIOD 13 7/9/94

2 AS DOCUMENTED REF C THERE IS NO LONGER A BASIS IN PREVAILING PRACTICE FOR DEPT TO AUTHORIZE EXCUSED ABSENCE AFTER THE END OF PAY PERIOD 13 THEREFORE DEPT HAS DEVELOPED THE FOLLOWING ACTION PLAN FOR RAMC AND CONCERNED POSTS TO USE FOR PAYMENT OF KIGALI FSN EMPLOYEES WHILE AMEMB KIGALI REMAINS CLOSED IF ANY ASPECTS OF THE PLAN ARE NOT FEASIBLE PLEASE NOTIFY DEPT IMMEDIATELY

ACTION PLAN PAYMENT FOR KIGALI FSN EMPLOYEES

A THE HEADQUARTERS OFFICES OF STATE USAID AND USIS HAVE AGREED TO KEEP ON THE ROLLS THROUGH THE END OF PAY PERIOD 19 10/1/94 ALL KIGALI FSN EMPLOYEES WHO WISH TO REMAIN ON BOARD

B EFFECTIVE PAY PERIOD 14 7/10/94, AND THROUGH THE END OF PAY PERIOD 19, 10/1/94, RAMC PARIS PAYROLL WILL SUSPEND ROUTINE PAYROLL OPERATIONS FOR KIGALI RAMC

WILL STOP ISSUING CHECKS EACH PAY PERIOD FOR FSN S WHOSE WHEREABOUTS ARE UNKNOWN EMPLOYEES WHOSE WHEREABOUTS ARE UNKNOWN WILL REMAIN ON BOARD EVEN THOUGH THE EMPLOYEE'S DUTY STATUS (PAID LEAVE LWOP OR SEPARATION BY DEATH) WILL BE TEMPORARILY UNKNOWN ONCE

LOCATED OR DECLARED DEAD THE EMPLOYEE S DUTY STATUS FOR PAY PERIODS 14 THROUGH 19 WILL BE DETERMINED AND PAPERWORK (LEAVE REQUESTS PERSONNEL ACTIONS TIME AND ATTENDANCE AND PAY CHECKS) WILL BE PROCESSED

C FOR THE PURPOSES OF THIS ACTION PLAN APPROPRIATE MANAGEMENT OFFICIAL MEANS A USG EMPLOYEE SUCH AS AN ADMIN, PERSONNEL, OR BUDGET OFFICER AT AMEMB BUJUMBURA FOR AN FSN STILL IN RWANDA OR AT THE U S EMBASSY OF THE COUNTRY IN WHICH FSN IS NOW RESIDING FOR FSN EMPLOYEES IN THE UNITED STATES PAPERWORK (E G, LEAVE REQUESTS) WILL BE COORDINATED WITH BUJUMBURA BY AF/EX/PHO FOR STATE FSN S BY USAID/M/HR/POD/PMC FOR USAID FSN S, AND BY USIA/M/PFN FOR USIS FSN S

D FOR EACH KIGALI FSN WHO IS LOCATED AND IS NOT REPORTING FOR DUTY AT ANOTHER EMBASSY OR CONSULATE, PAYMENT FOR PAY PERIODS 14 THROUGH 19 SHOULD BE MADE BY RAMC PARIS PAYROLL ONLY AFTER EMPLOYEE REQUESTS IN WRITING AND APPROPRIATE MANAGEMENT OFFICIAL APPROVES LEAVE TO BE TAKEN DURING PAY PERIODS 14 THROUGH 19 AND/OR THE EMPLOYEE ELECTS TO VOLUNTARILY SEPARATE FROM THE SERVICE OF THE U S MISSION IN KIGALI THOSE WHO HAVE FOUND TEMPORARY EMPLOYMENT AT ANOTHER EMBASSY OR CONSULATE SHOULD OF COURSE BE REPORTED IN A DUTY STATUS AS APPROPRIATE AFTER APPROVING AN EMPLOYEE S

LEAVE REQUEST THE APPROPRIATE MANAGEMENT OFFICIAL WILL SUBMIT A TIME AND ATTENDANCE REPORT TO RAMC PARIS PAYROLL RAMC PARIS PAYROLL WILL THEN ISSUE A PAYROLL CHECK FOR THE EMPLOYEE EACH PAY PERIOD

E FOR EACH KIGALI FSN WHOSE DEATH HAS BEEN WITNESSED/ATTESTED TO AND THE DEATH OCCURRED ON OR AFTER 7/10/94 THE DEPT HEREBY AUTHORIZES THE APPROPRIATE MANAGEMENT OFFICIAL TO APPROVE LEAVE FOR THE EMPLOYEE FROM THE BEGINNING OF PAY PERIOD 14 UNTIL THE DATE OF DEATH THIS LEAVE MAY BE APPROVED IN THE ABSENCE OF A LEAVE REQUEST FROM THE EMPLOYEE

THE APPROPRIATE MANAGEMENT OFFICIAL SHOULD VERIFY A DECEASED EMPLOYEE S LEAVE BALANCES WITH RAMC PARIS PAYROLL BEFORE COMPLETING THE TIME AND ATTENDANCE REPORT SO THAT NEGATIVE LEAVE BALANCES DO NOT RESULT FOR THOSE UNDER THE LOCAL LEAVE PLAN THE PRORATED REDUCTION OF ANNUAL AND SICK LEAVE FOR THE PERIOD BETWEEN THE DATE OF SEPARATION (DATE OF DEATH) AND THE END OF THE LEAVE YEAR ALSO SHOULD BE TAKEN INTO ACCOUNT ANNUAL LEAVE SHOULD BE CHARGED FIRST UNTIL ALL ANNUAL LEAVE IS EXHAUSTED AT THE DISCRETION OF THE MANAGEMENT OFFICIAL SICK LEAVE MAY THEN BE CHARGED FOR A MAXIMUM OF 60 WORK DAYS WHETHER OR NOT THERE IS MEDICAL CERTIFICATION FOR ANY REMAINING TIME UNTIL DATE OF DEATH EMPLOYEE SHOULD BE PLACED ON LEAVE WITHOUT PAY AS OF THE DATE OF DEATH EMPLOYMENT ENDS AND FINAL SALARY PAYMENTS AND END OF SERVICE BENEFITS ARE PAYABLE TO THE APPROPRIATE BENEFICIARY

F FOR EACH KIGALI FSN WHOSE WHEREABOUTS REMAIN UNKNOWN, NO ACTION SHOULD BE TAKEN BY RAMC PARIS PAYROLL

G THIS ACTION PLAN IS SUBJECT TO CHANGE BY DEPT BEFORE THE END OF PAY PERIOD 19 IF WARRANTED BY LOCAL CONDITIONS IN RWANDA AND/OR IF AMEMB KIGALI REOPENS BEFORE THE END OF PAY PERIOD 19

END OF ACTION PLAN

UNCLASSIFIED

153

UNCLASSIFIED

OUTGOING
TELEGRAM

U.S. AGENCY FOR INT'L DEV
TELECOMMUNICATIONS CENTER

PAGE 02 OF 02 STATE 179009 061803Z

0902 036026 AID6996

STATE 179009 061803Z

0902 036026 AID6996

3 THE USG CANNOT UNILATERALLY PLACE AN EMPLOYEE ON PAID LEAVE OR LWOP THE EMPLOYEE MUST FIRST REQUEST THE LEAVE FOR DECEASED EMPLOYEES HOWEVER DEPT IS MAKING AN EXCEPTION IN THE PUBLIC INTEREST AND IN RECOGNITION OF THE LOCAL CONDITIONS IN RWANDA WHICH MADE IT IMPOSSIBLE FOR SOME TO MAKE CONTACT WITH USG MANAGEMENT OFFICIALS BY KEEPING AN EMPLOYEE ON THE ROLLS IN EITHER A PAID LEAVE OR LWOP STATUS UNTIL THE DATE OF DEATH ENTITLEMENT TO DEATH BENEFITS IS RETAINED

4 FOLLOWING GUIDANCE SHOULD BE PROVIDED TO EMPLOYEES WHO ARE DECIDING WHAT TYPE OF LEAVE TO REQUEST DURING PAY PERIODS 14 THROUGH 19 DEPT IS UNABLE AT THIS TIME TO MAKE ANY GUARANTEES ABOUT WHEN AMEMB KIGALI WILL REOPEN IF AMEMB KIGALI DOES NOT REOPEN BEFORE THE END OF PAY PERIOD 19 THERE IS A POSSIBILITY THAT ALL OR SOME FSN EMPLOYEES WILL BE INVOLUNTARILY SEPARATED BY THE USG AFTER PAY PERIOD 19 THIS SHOULD BE TAKEN INTO CONSIDERATION BY EMPLOYEES VIS A VIS LUMP SUM PAYMENT

(LSP) MAXIMUMS FOR UNUSED ANNUAL LEAVE AT SEPARATION

A ANNUAL LEAVE MAY BE REQUESTED BY THE EMPLOYEE AND APPROVED BY THE APPROPRIATE MANAGEMENT OFFICIAL NOT TO EXCEED THE AMOUNT OF THE EMPLOYEE'S ANNUAL LEAVE BALANCE THOSE UNDER THE USG STYLE LEAVE PLAN ARE REMINDED THAT THE MAXIMUM LIMIT FOR THE LSP IS 240 HOURS THOSE UNDER THE LOCAL LEAVE PLAN ARE REMINDED THAT AT SEPARATION A PRORATED AMOUNT OF ANNUAL LEAVE WILL BE DEDUCTED COVERING TIME BETWEEN DATE OF SEPARATION AND END OF LEAVE YEAR AND THAT THE LSP MAXIMUM LIMIT IS ONE YEAR'S ANNUAL LEAVE ENTITLEMENT

B SICK LEAVE MAY BE REQUESTED BY THE EMPLOYEE AND APPROVED BY THE APPROPRIATE MANAGEMENT OFFICIAL SUBJECT TO THE FOLLOWING LIMITS AND NOT TO EXCEED THE AMOUNT OF THE EMPLOYEE'S SICK LEAVE BALANCE EMPLOYEES UNDER THE LOCAL LEAVE PLAN ARE REMINDED THAT AT SEPARATION A PRORATED AMOUNT OF SICK LEAVE WILL BE DEDUCTED COVERING TIME BETWEEN DATE OF SEPARATION AND END OF LEAVE YEAR DEPT HEREBY AUTHORIZES THE APPROPRIATE MANAGEMENT OFFICIAL AT HIS OR HER DISCRETION TO APPROVE A REQUEST FOR UP TO 60 WORK DAYS OF SICK LEAVE WITHOUT MEDICAL DOCUMENTATION FOR FSN'S WHILE IN RWANDA THIS RELAXATION OF THE NORMAL MANAGEMENT REQUIREMENT FOR PHYSICIANS CERTIFICATES FOR EXTENDED SICK LEAVE IS BEING MADE IN RECOGNITION OF THE LOCAL CONDITIONS IN RWANDA WHICH MAY PRECLUDE EMPLOYEES FROM OBTAINING PHYSICIANS CERTIFICATES REQUESTS FOR EXTENDED SICK LEAVE BEYOND 60 WORK DAYS REQUIRE PHYSICIANS CERTIFICATES FOR THOSE WHO HAVE LEFT

RWANDA ALL REQUESTS FOR EXTENDED SICK LEAVE ARE SUBJECT TO NORMAL MANAGEMENT REQUIREMENTS FOR PHYSICIANS CERTIFICATES

C MATERNITY LEAVE MAY BE REQUESTED BY AN ELIGIBLE EMPLOYEE AND APPROVED BY THE APPROPRIATE MANAGEMENT

OFFICIAL MATERNITY LEAVE IS ONLY AVAILABLE TO THOSE UNDER THE LOCAL LEAVE PLAN

D CASUAL LEAVE MAY BE REQUESTED BY AN ELIGIBLE EMPLOYEE AND APPROVED BY THE APPROPRIATE MANAGEMENT OFFICIAL CASUAL LEAVE IS ONLY AVAILABLE TO THOSE UNDER THE LOCAL LEAVE PLAN

E LWOP MAY BE REQUESTED BY AN EMPLOYEE AND APPROVED BY THE APPROPRIATE MANAGEMENT OFFICIAL LWOP MAY BE

REQUESTED FOR ALL OR ANY PART OF PAY PERIODS 14 THROUGH 19

5 SOME KIGALI FSN EMPLOYEES MAY WISH TO VOLUNTARILY SEPARATE PERHAPS BECAUSE THEY HAVE FOUND PERMANENT EMPLOYMENT ELSEWHERE OR THEY PREFER TO RECEIVE FINAL SALARY AND END OF SERVICE PAYMENTS IN A LUMP SUM TO HELP FINANCE A NEW BEGINNING RAMC PAYROLL SHOULD PROCESS FINAL SALARY PAYMENTS AND END OF SERVICE BENEFITS FOR THESE EMPLOYEES AS PER USUAL

6 WITHIN GRADE INCREASES DEPT HEREBY IMPOSES A TEMPORARY FREEZE ON WGI INCREASES FOR KIGALI FSN EMPLOYEES A FREEZE IS IMPOSED IN ORDER TO REDUCE THE

PAPERWORK (PERSONNEL ACTIONS) NEEDED FOR KIGALI FSN EMPLOYEES AND BECAUSE OF THE DIFFICULTY IN OBTAINING SUPERVISORY CERTIFICATIONS OF SATISFACTORY PERFORMANCE FOR THE MAJORITY OF KIGALI FSN EMPLOYEES THE FREEZE BEGINS AS OF PAY PERIOD 14 BUT ALSO APPLIES TO ANY WGI'S DUE PRIOR TO PAY PERIOD 14 FOR WHICH PERSONNEL ACTIONS HAVE NOT ALREADY BEEN ISSUED THE FREEZE WILL BE IN EFFECT UNTIL FURTHER NOTICE

7 CONTACT PER/FSN AND AF/EY IF YOU HAVE ANY QUESTIONS CONTACT PER/FSN/SB IF YOU NEED A COPY OF RWANDA'S LCP

8 THIS TELEGRAM HAS BEEN CLEARED BY USAID/M/HR/POD/PMC IT HAS NOT BEEN CLEARED BY USIA/M/PFN

9 MINIMIZE CONSIDERED FOR BUJUMBURA TALBOTT

UNCLASSIFIED

154

MEMORANDUM

June 27, 1994

To Kenneth Kowalchek, Embassy/Rwanda/Admin
From Dirk W Dijkerman, USAID/Rwanda
Subject Per Diem Policy for Foreign Service Nationals Employed by USAID/Rwanda

Background

Your approval is required to revise the per diem policy with regards to all Foreign Service Nationals working in support of the USAID/Rwanda and U S Embassy programs outside of Kigali

Discussion

USAID/Rwanda will continue to employ approximately eight (8) Foreign Service Nationals to provide emergency assistance support to the OFDA Disaster Assistance Response Team (DART) It is also expected that these individuals will monitoring and support the efforts of the United Nations, the NGOs and centrally funded USAID projects These tasks will require travel throughout the country side of Rwanda where possible

It is known that the governing per diem rate for Kigali has historically been significantly greater than the prevailing costs in rural Rwanda Due to civil strife, however, it is impossible to determine a reasonable per diem rate based on current prevailing costs

For this reason it is argued that USAID/Rwanda adopt the guidelines found in the stardized regulations which state that in-country per diems can be adjusted by the post authorizing officer Given the lack of hard current information on the prevailing costs of meals, incidentals and lodging, it has been recommended that these costs be fully supported with receipts Should receipts be unavailable, the individual will receive a per diem of the equivalent of \$15 per day These parameters are to be incorporated within the individuals' travel orders

This policy would be revised once it is possible to determine the prevailing costs for meals, incidentals, and lodging

155

Recommendations

(1) Effective immediately USAID/Rwanda will adopt a policy which states that all expenditures incurred by FSNs on USAID/Rwanda or U S Embassy/Kigali Travel Orders must be supported with receipts. Should receipts not be available, a maximum total (meals, lodging, and incidentals) daily per diem rate of \$15 will apply.

(2) This policy will be revised when sufficient information exists to permit the determination of appropriate per diem rate(s) based on prevailing costs.

Approve _____

Disapprove _____

Date _____

O \EAPUB\DOCS\RWANDA\MEMO_PER 627

Drafted USAID/Rwanda DAsmith(das) 6/23/94

Revised USAID/Rwanda DAsmith(das) 6/27/94

Clearance USAID/Rwanda/EXO RReddy_____
USAID/Rwanda/Cont G Hemphill_____

To JAIRO GRANADOS@USAID EXO@NAIROBI
C Mike Fritz@EXO@BUJUMBURA, Anthony Vodraska@EXO@KAMPALA
B Dirk Dijkerman@AFR SA1@AIDW
E Greg Hemphill@AFR SA1@AIDW
From Ray Reddy@AFR SA1@AIDW
Subject RWANDA FSN SALARY PAYMENTS
Date Tuesday, July 12, 1994 15 04 52 EDT
Attach
Certify N
Forwarded by

THE FOLLOWING MESSAGE IS FOR THE EXOS AND THE CONTROLLERS

=====
PER STATE CABLE 179009 ALL THE FSN EMPLOYEES OF THE MISSION CAN BE PUT ON
PAY STATUS BEYOND PP13 ONLY IF THEY ELECT TO BE PLACED ON LEAVE STATUS SUCH
AS SICK LEAVE OR ANUAL LEAVE THIS SCENARIO IS TO BE FOLLOWED EFFECTIVE PP14
(7-10-94) THRU THE END OF PP19 (10-1-94)

ACCORDING TO THE ADMIN OFFICER THERE WILL BE A FOLLOW-UP MEETING
SCHEDULED IN AUGUST TO DISCUSS THESE ISSUES WE WILL KEEP YOU POSTED OF THE
LATEST DEVELOPMENTS AS CHANGES OCCUR RAY REDDY/EXO/USAID/RWANDA



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

Dear Mr. or Ms ,

It is with great reluctance and sadness we are proceeding to notify you that your employment with the USAID/RWANDA will be terminated effective _____ 1994. These actions resulted due to civil war and subsequent decisions by the U S Government to close the USAID operations. The USG and USAID Mission greatly appreciate your employment with the mission since _____ and your contributions towards the goals and objectives of the foreign assistance program to Rwanda.

This notice is provided in lieu of 30 days advance notification, therefore you will be given 30 days of pay. As a result of this personnel action you are entitled to the following benefits in accordance with the FSN compensation plan: (1) Severance Pay, (2) Accrued benefit pay off (Annual leave etc), (3) Other miscellaneous.

Your final benefit payments will be processed by RAMC Paris and the checks will be delivered to you by either the Embassy or a phase-out team. There will be a phase-out team visiting Kigali in the future, during which time all of your questions and concerns will be answered.

The USAID officials will assist you in your efforts to seek other employment including sending a list of all the employees to the neighboring AID Missions.

We would like to thank you once again for your valuable contributions to the USAID Mission and wish you the best of luck in your future endeavors.

Sincerely,

Ray Reddy
Executive Officer, USAID Rwanda



U S AGENCY FOR
INTERNATIONAL
DEVELOPMENT

MEMORANDUM

DATE. May 12, 1994

TO : USAID/Rwanda Contractors, Grantees, and Cooperative Agreement Recipients

FROM *Ray Reddy*
Ray Reddy/Executive Office
USAID/Rwanda (AID/W)

SUBJ Disposition of POVs

This memo provides two options (see below) for the disposition of POVs left in Bujumbura which belong to USAID/Rwanda Contractors, Grantees and Cooperative Agreement recipients. These individuals have the option of selling their cars in Burundi for what the market will bear or having the cars shipped to another location such as Nairobi, Antwerp (ELSO) etc

Before you consider OPTIONS I or II you should consult with your Contract or Grant Officer to ascertain the exact provisions of the relevant document with respect to shipment of POVs. Should a contract, grant or cooperative agreement need to be modified, the contract or grant officer will need to discuss the possibility of such a modification, subject to the availability of funds, with USAID/Rwanda.

OPTION I: If you elect to have the car sold in Burundi you will have to provide the EXO in Burundi (1) Power of Attorney and Authorization to sell (2) Proof of Ownership. They are willing to sell cars for what they can get - with no guarantees on possible price.

OPTION II: If you elect to ship it elsewhere, you need to inform the EXO in Burundi as to where you want the vehicle shipped. The EXO will handle the logistical arrangements and advise you as to where/how to make financial arrangements to pay for the shipment. Such payments must be made directly by the individual/organization requesting the shipment of the car.

The Burundi EXO Mike Fritz's telephone number is (257)-2-225951,
the fax number (257)-2-22986

If you need any assistance you can contact me at (202) 663-3390
or (703) 875-1431.

NOTE: Decisions concerning disposition of Project Vehicles will
be handled by the Acting Rwanda Mission Director Mr. Dirk
Dijkerman

WLI/PVO

World Learning Inc Rwanda
List of Local Staff

PVO project local employees

Béata KAGOYIRE Category 8, step 1	monthly salary starting date 1/1/94	91600 frw
Gaspard KAMUGUNDU Category 3, step 1	monthly salary starting date 3/4/94 No de Caisse Sociale 139335	35400 frw
Camille KARANGANWA Category 12, step 1	monthly salary starting date 1/14/94 No de Caisse Sociale 409459	144800 frw
Bernardine MUKAKARANGWA Category 9, step 1	monthly salary starting date 3/4/94 No de Caisse Sociale 412117	101600 frw
Callixte MUKARAGE Category 3, step 1	monthly salary starting date 1/14/94	35400 frw
Jacqueline MUTEMBAYIRE Category 8, step 1	monthly salary starting date 1/14/94 No de Caisse Sociale 005627	91600 frw
Espérance NYIRAHAVUGIMANA Category 6, step 1	monthly salary starting date 3/4/94 No de Caisse Sociale 323954	57700 frw

162

World Learning Inc Rwanda
List of Local Staff

PVO project local employees

Béata KAGOYIRE Category 8, step 1	monthly salary starting date 1/1/94	91600 frw
Gaspard KAMUGUNDU Category 3, step 1	monthly salary starting date 3/4/94 No de Caisse Sociale 139335	35400 frw
Camille KARANGANWA Category 12, step 1	monthly salary starting date 1/14/94 No de Caisse Sociale 409459	144800 frw
Bernardine MUKAKARANGWA Category 9, step 1	monthly salary starting date 3/4/94 No de Caisse Sociale 412117	101600 frw
Callixte MUKARAGE Category 3, step 1	monthly salary starting date 1/14/94	35400 frw
Jacqueline MUTEMBAYIRE Category 8, step 1	monthly salary starting date 1/14/94 No de Caisse Sociale 005627	91600 frw
Espérance NYIRAHAVUGIMANA Category 6, step 1	monthly salary starting date 3/4/94 No de Caisse Sociale 323954	57700 frw



U S AGENCY FOR
INTERNATIONAL
DEVELOPMENT

MEMORANDUM

Merran Epley

TO AFR/EA, Dirk Dijkerman
FROM USAID/Rwanda, *Ray Reddy* / EXO
SUBJECT USAID/PHASEOUT RWANDA/CLOSE-OUT PLAN

Per our discussions, I have developed steps needed to Phase down/Close-Out USAID/Rwanda Mission operations. These are outlined as follows:

- (1) Termination notices have to be prepared for all the FSN and PSC contract employees
- (2) Severance payments and accrued benefit payments have to be calculated and personnel actions prepared for payments
- (3) Lease termination letters have to be prepared for all leases
- (4) Lease close-out costs have to be computed and payment vouchers prepared for all the leases
- (5) Termination letters have to be prepared for all O E Service contracts
- (6) Settlement vouchers for the above noted contracts have to be processed via vouchers
- (7) Property close-out /NXP
 - A Conduct Inventories, prepare disposal documents for the following properties
 - B Residential furniture and equipment
 - C Office furniture and equipment
 - D Computers and related equipment
 - E Misc ' machinery and equipment (generators etc)
- (8) Conduct Inventories, Prepare disposal documents for expendable property

(9) Prepare disposal documents for vehicles (U S G)

(10) Disposition of USAID owned real property
FA OMS Responsibility
Inventories

A Decisions need to made on the USAID office building.
FA OMS responsibility

B Decisions need to made on the USAID Director's
residence FA/OMS responsibility

C Prepare documents accordingly FA/OMS
responsibility

(11) Close-Out of pipe line payments as shown below:

-- Utilities (residential and the office)
electric, water, refuge, telephone etc
-- other pending payments

(12) Contractor claim processing for O E and P S U

(13) Coordination of USDH property loss claims process

(14) Records disposition

Inventories

-- Records retention
-- Records disposition

(15) Communications and Pouch

-- Delete USAID/Rwanda from W/W cable system
-- Cancel pouch (re - route to AID/W)

cc• AFR/MRP, Betty Ryner
FA/OMS, Ann Dotherow

TIME LINE CHART FOR ACTIONS

ITEM #	COMPLETION	ACTION AID/W	TDY ACTION OFFICER	USAID/RWANDA FSN'S	TIME REQ
I	17 JUNE 94	EXO	JAIRO GRANDOS EXO/REDSO	(2) COLETTE & DATIVE	20W/DAYS
II	17 JUNE 94	EXO/CONT	REDSO/CONT/ RFMC PARIS	COLETTE	20W/DAYS
III.	17 JUNE 94	EXO	JAIRO/EXO	(2) RITA & ANGELLE	20W/DAYS
IV	—		JAIRO/EXO	(2) RITA & ANGELLE	" "
V	17 JUNE 94	EXO	JAIRO/EX	RITA & ANGELLE	" "
VI	—		JAIRO/ LENORAD REDSO/EXO/ CONT	RITA & ANGELLE	" "
VII	17 JUNE 94	EXO	JAIRO	(2) PIERRE & AUGUSTIN	20 DAYS
VIII	17 JUNE 94	EXO	JAIRO	PIERRE & AUGUSTIN	" "
IX	17 JUNE 94	EXO	JAIRO	PIERRE & AUGUSTIN	" "
X.	17 JUNE 94	EXO	FA/OMS JAIRO	PIERRE & AUGUSTIN	" "
XI.	17 JUNE 94	EXO/CONT	JAIRO/ LEONARD	RITA/ANGELLE /PIERRE	" "
XII	17 JUNE 94	EXO/CONT	JAIRO/ LEONARD	RITA	"
XIII.	17 JUNE 94	EXO	SMITH/WEBER AID/W WILLIE HARDEN	—	—
XIV	17 JUNE 94	EXO	JAIRO	WESLEY & ANDREW	20 DAYS
XV.	17 JUNE 94	EXO	SMITH	WESLEY	5 DAYS



Dear Mr. or Ms ,

It is with great reluctance and sadness we are proceeding to notify you that your employment with the USAID/RWANDA will be terminated effective _____ 1994. These actions resulted due to civil war and subsequent decisions by the U S Government to close the USAID operations. The USG and USAID Mission greatly appreciate your employment with the mission since _____ and your contributions towards the goals and objectives of the foreign assistance program to Rwanda

This notice is provided in lieu of 30 days advance notification, therefore you will be given 30 days of pay. As a result of this personnel action you are entitled to the following benefits in accordance with the FSN compensation plan (1) Severance Pay, (2) Accrued benefit pay off (Annual leave etc), (3) Other miscellaneous

Your final benefit payments will be processed by RAMC Paris and the checks will be delivered to you by either the Embassy or a phase-out team. There will be a phase-out team visiting Kigali in the future, during which time all of your questions and concerns will be answered

The USAID officials will assist you in your efforts to seek other employment including sending a list of all the employees to the neighboring AID Missions

We would like to thank you once again for your valuable contributions to the USAID Mission and wish you the best of luck in your future endeavors

Sincerely,

Ray Reddy
Executive Officer, USAID Rwanda

WORLD LEARNING INC.

BEST AVAILABLE COPY

Founded in 1978 as The U.S. Experiment in International Living

Projects in International Development and Training
 1015 15th Street, N.W., Suite 750, Washington, D.C. 20005
 Tel # (202) 408-5420 Fax # (202) 408-7700

DATE September 23, 1994

TO Al Smith, Acting Mission Director, USAID/Rwanda
 c/o Linda Lloyd, Rwanda Desk Officer, SAII
 cc Kim Keste, RCO REDSO/Nairobi

FROM Bonnie Ricci, Director, Development Management, SAII

RE Rwanda DIG Project (CA # 623-0136-A-00-3199-00) Close-out Process
 Project (CA # 623-0136-A-00-3199-00)

As per the agreement reached with the contracts office (outlined in Kim Keste's letter dated June 9, 1994), WLI has prepared the materials necessary to account for the month of activity and to transfer the outstanding funds and responsibility for following activities include the processing of any outstanding bills from local vendors and locating and paying local staff their back pay and benefits. Information on the first item was submitted in the close-out budget (under the Equipment line item of each budget) sent to USAID in 1992. The local staff pay stubs, indicating name, amount owed and the worksheet sheet which was arrived at, will be handed over with the final packet of materials. Unless you advise otherwise, this packet will be sent to USAID after your return from Kigali (late October) with the payment stubs will allow us to close our records. As agreed, no additional project charges will be incurred under the Cooperating Agreements after September 30, 1994.

We feel a very strong commitment to our Rwandan staff and would like to offer our continuing support that the Mission might require to ensure that they or their surviving family members receive the benefits due.

WLI also remains committed to the original goals of the USAID programs of which we were working before the tragic events of these past few months and would welcome the opportunity to be of assistance to USAID as it defines its future strategy for rehabilitation and development in Rwanda.

Thank you for your support and collaboration.

BEST AVAILABLE COPY

Minister of Employment and Social Affairs
BP
Kigali

S/C of the Minister of Rehabilitation
BP
Kigali

S/C of the Minister of Foreign Affairs and Cooperation
BP 179
Kigali

Subject Assistance to Displaced Persons
Project No 696-0148
Project Grant Agreement No 696-0148-G-SS-3006-00
Project Implementation Letter No 1

Dear Mr Minister

This Project Implementation Letter (PIL) Number 1 is issued in accordance with the terms and conditions of the Limited Scope Grant Agreement between the Republic of Rwanda (Ministry of Employment and Social Affairs) and USAID/Rwanda, on September 23, 1993

Annex I of the Limited Scope Grant Agreement -- Project Description is summarized below "The Assistance to Displaced Persons Project provides, through grants, a vehicle for PVOs and UN Agencies currently operating in Rwanda to extend their development experience to the displaced camps. The purpose of the grants is to finance some eligible Private Voluntary Organizations' (PVOs) costs related to their contribution to the well-being of displaced Rwandans in camps and those returning home in ways that will enhance their long-term productivity and welfare at home "

"This Project focuses on those interventions that can lead to a dual impact, both short-term humanitarian and long-term developmental. The displaced Rwandans' needs created by their displaced status could lead to greater receptivity to, and thus impact from, the technologies introduced, and the concentration of the displaced in a few places can lead to more efficient delivery of assistance "

Paragraph 5 Financing Mechanisms states "Through grants, A.I.D will provide to PVOs and UN agencies currently operating in Rwanda, who will submit unsolicited proposals the means to extend their development experience to the displaced camps. USAID will review and fund unsolicited proposals from PVOs that meet the following criteria

(1) the proposal must show how the interventions will impart both a technology and/or services that will contribute to the welfare of the displaced in the short-term and long-term (i.e. impact and sustainability),

(2) the implementing PVO has the experience and capacity to implement the activity and to account for the use of USAID funds (Part of the evaluation of experience will include a judgement of the PVO's ability to work with Rwandan Government authorities and other donors working on the displaced problems), and

(3) the proposal must support USAID program priorities and have a duration of less than two years

Given limited funds, USAID's strong bias in evaluating proposals is for those institutions which have a proven record of working in Rwanda's rural areas doing the type of activities they now want to extend into the displaced camps

The types of activities the Project would fund include imparting technologies to the displaced for

- * the construction and maintenance of potable water supplies,
- * the construction and maintenance of latrines,
- * the provision of hygiene education campaigns, and
- * the organization of wood harvesting, provision of fuel wood and promotion of energy saving techniques and technologies "

Paragraph 8 Financial Plan states that "USAID will use \$1,285,860 as follows

a to finance some PVOs' (and UN Agencies) costs related to the activities in Paragraph 1 above -- \$1,185,860, and

b to evaluate the Assistance to Displaced Persons Project -- \$100,000 "

In the fourteen (14) months since this Limited Scope Grant Agreement was signed, much has changed in Rwanda In particular

- * The Government of Rwanda has created a new Ministry of Rehabilitation which has the responsibility for coordinating the national rehabilitation efforts, but which lacks the means to assume this responsibility effectively
- * The termination of all USAID/Rwanda former project activities with the exception of the Assistance to Displaced Persons Project, the Democratic Initiatives and Governance Project, and the AIDSCAP Project
- * The reduction in USAID Direct Hire Staffing from 10 to 1, and the reduction in our Rwandan staff from 54 to 25
- * The active participation of some 110 international PVOs as well as dozens of local NGOS in the relief and rehabilitation effort

- * The initiation by UNDP and the Ministries of Interior and Rehabilitation of a national Rehabilitation Program

Given these changes in the Rwanda Rehabilitation Environment, USAID/Rwanda would like to propose the following adjustments to the Agreed Upon Limited Scope Grant Agreement

- (1) The Responsible Ministry within the Government of Rwanda be transferred from the Ministry of Employment and Social Affairs to the Ministry of Rehabilitation
- (2) Given the inability of USAID/Rwanda to accept the management burden of administering individual grants, and our desire for a coordinated rehabilitation program, USAID/Rwanda would issue a "Letter Grant" to UNDP for the sum of \$1,185,860 in contribution to the UNDP Rehabilitation Project UNDP would then invite USAID to serve on the steering committee and ensure that rehabilitation activities funded with USAID monies would be identifiable and meet the criteria outlined above
- (3) That \$500,000 of the initial sum of \$1,185,860 be earmarked to support the Ministry of Rehabilitation's "One-Stop Window" to facilitate and assist PVO efforts
- (4) That the Ministry of Rehabilitation name a Project Coordinator who will be responsible for monitoring the USAID Contribution to the UNDP Rehabilitation Program and provide a specimen signature
- (5) That all parties re-examine the rehabilitation needs and mechanisms in order that additional funding (if necessary) may be provided in a timely fashion

Sincerely yours,

Director, USAID/Rwanda

READ AND APPROVED

Minister of Employment and Social Affairs

Date _____

Minister of Rehabilitation

Date _____

Drafted USAID/Rwanda D A. Smith

Clearances REDSO/ESA/PDPS C Anderson _____

REDSO/RFMC H Dorcus _____

REDSO/LEG S Page _____

REDSO/DIR R Harvey _____

Status as of August 9, 1994

Project Name	Natural Resources Management Project
Project Number	696-0129
PACD	12/31/96 (7-year project)
Authorized LOP Funding	\$12,245,000
Total Obligated to Date	\$12,245,000
Total Committed to Date	\$9,894,411
Implementor	Development Alternatives, Inc (prime contractor)
Instrument	Contract 10/01/90 - 06/30/94
Sub-implementors	1 Africare PACD 06/30/94 Cooperative Agreement 2 Wildlife Conservation Society PACD 06/30/94 Cooperative Agreement 3 Dian Fossey Gorilla Foundation PACD 06/30/94 Cooperative Agreement, and PACD Grant 08/31/94 4 CARE PACD 11/30/94 Grant 5 Morris Animal Foundation PACD 08/31/94 Grant 6 University of Wisconsin (Frugivore Project) PACD 08/31/93
GOR Sub-implementors	1 Ministry of Agriculture a Kigembe Integrated Fish Culture Research Station 1990 - 1994 PILs b Niamigogo Wetland Research 1990 - 1994 PILs 2 Ministry of Environment & Tourism a Coordination Unit 1990 -1994 PILs, b Environmental Service 1990 - 1994 PILs

Recommendation That the project's prime contractor and sub-implementor's programs terminate no later than July 8, 1994, and that long-term training participants be allowed to complete their programs

Close-Out Objectives

- 1 Terminate the Sub-implementors' Cooperative Agreements, Grants and PILs
- 2 Deobligate unearmarked funds
- 3 Dispose of commodities

Specific Actions (and Status as of August 9, 1994)

- 1 a Draft, clear and send letter to GOR via Rwandan Ambassador to U S in

Washington saying that USAID is unilaterally terminating the DAI contract and the project's sub-activities by July 8, 1994 or earlier and is taking custody of all commodities procured with USAID project funds
Action Agent PRM & ADO

Status Completed - letter of acknowledgement received

- 1 b Draft, clear and send letters to DAI and other sub-implementors saying that USAID will not extend or is unilaterally terminating the contract and Cooperative Agreements by July 8, 1994 or earlier as the case may be for each commitment
Action Agent RCO, PRM & ADO

Status Completed

- 1 c Draft, clear and send letter to DAI and each sub-implementor requesting
- revised proposed LOP budget up to June 30, 1994 or July 8, 1994 as the case may be and projected close out costs beyond those dates,
 - inventories with location of commodities,
 - final project activity status reports
- Action Agents ADO

Status Letters sent, USAID awaiting complete responses from contractors

- 1 d Draft, clear and issue the necessary documentation needed to continue the four participants completing training in the U S by 1996 or sooner as the case may be
Action Agent PDO & ADO

Status PIO/P amendments completed for NYARIHABIMANA, HISHAMUNDA, MBABALIYE and forwarded to OIT for action Fax sent to North Carolina State University, copied to PIET, requesting clarification of course requirements and an estimate of additional costs for an extension of training for NTAWUKULIRYAYO **Follow up with PIET (Dawn Gayle) is necessary to resolve issues with NTAWAKULIRYAYO**

- 2 a Review and correct, as needed, USAID financial reports
Action Agents ADO & CONT

Status In process

- 2 b Prepare and issue documents needed to decommit and de earmark excess funds
Action Agents ADO & CONT

Status Not started

- 2 c Prepare and issue deobligating documents
Action Agents ADO, PRM & CONT

Status Not started

- 3 a Draft, clear and issue letter to DAI and other sub-implementors notifying them that USAID is taking custody of all project commodities
Action Agent ADO & PRM

Status Letters issued, response from DAI Awaiting response from sub-implementors

- 3 b Draft, clear and issue telegrams offering excess project commodities to other USAID Missions and projects
Action Agent ADO & PRM

Status Not started

- 3 c Draft, clear and issue documentation granting and/or transferring commodities to other projects
Action Agent ADO & PRM

Status Not started

Post-July 1994 Management Burden Activities are nearly all internal to USAID/Rwanda and the Regional Contracting Officer as they are taking unilateral decisions on the close-out and disposition of commodities and excess funds. Specific Actions 3 a ,b and c may require follow-up by PRM and EXO after July 1994

Outstanding Issues

- 1 DAI and other sub-implementors will need to eventually access their bank accounts in Kigali to retrieve their operating funds there. This may take several months depending on when one can get into Kigali safely and commercial operations (i.e. banks) start up. **DAI will transfer authority for bank account management to USAID. USAID will close accounts.**
Action Agent PRM & EXO
- 2 DAI and other sub-implementors will need to clear their accounts payable in Rwanda. DAI should identify all outstanding local costs and, to the extent possible, arrange for payment of these costs through their local bank accounts. **Outstanding accounts are to be submitted (via SF 1034) to USAID for review. Payment will be made if vouchered expenses are adequately justified and consistent with costs identified in the DAI close-out budget.**

PVOs funded under NRMP (Africare, WCS, DFGF, MAF) are all expected to return to Rwanda. Outstanding local costs incurred by these organizations under NRMP funding will be dealt with directly by these PVOs, without any intervention on the part of USAID.

- 3 The four participants completing their work in the U S will need to make arrangements to remain in the U S until their safe return to Rwanda can be arranged. **Issue resolved by amendment of PIO/Ps as noted at 1d. Follow up required with PIET for NTAWAUKULIRYAYO.**
Action Agent: PDO
- 4 DAI and other sub-implementors' TA may seek reimbursement for the loss of personal effects. A determination will need to be made by RCO & PRM.
Action Agent: RCO & PRM. **A determination is in process. Contact person for this is Jim Corley, FA/PPE (703) 875-1453.**
- 5 Termination of leases for Coordination Unit office and DAI Coordinator's house. Coordination Unit office rental is funded by USAID through a PIL (PIL 44, approving the 1994 workplan and budget for the Coordination Unit). The rental for the Coordinator residence is paid through the DAI contract (The revised LOP Budget provided by DAI anticipates payment of house rental up to the end of December, 1994). No procedure is proposed for termination of the lease after 12/31/94). Procedures and a date for termination of the office rental need to be identified. **In discussions with the DAI Coordinator it was concluded that the Coordination Unit office lease was signed by a GOR representative, and therefore should be terminated by such. The lease for the DAI Coordinator's residence was signed by USAID and therefore can be terminated by USAID staff in Kigali.**
- 6 Residues of salary and severance payments to staff employed within NRMP components, and funded through PILs will need to be anticipated. GOR will have to make the necessary payments and voucher USAID for the cost. The effective termination date of the PILs issued to approve 1994 work plans and budgets needs to be defined, in order to determine allowable claims for salaries.

NRMP (696-0129) Sub-agreements Specific Actions to be completed August 11, 1994

Africare Cooperative Agreement (623-0129-A-00-1001-00) \$1,633,218

Africare Actions

Provide

- 1 Inventory of project-purchased commodities
- 2 Final financial report
- 3 Final Technical report

} *accs transfer*

USAID Actions

- 1 Follow up REDSO letter of June 3, 1994 with a letter to Africare requesting action on 1-3 above (in draft 8/11/94)
- 2 Following receipt of inventory, issue letter granting commodities to Africare
- 3 Review and comment, as necessary, on final technical report
- 4 Decommit/de-earmark residual funds from Cooperative Agreement (Coordinate with REDSO)

Wildlife Conservation Society (WCS) Cooperative Agreement (696-0129-A-00-0003-00) \$1,128,660

WCS Actions

Provide

- 1 Final financial report (revision of submission July 21, 1994)
- 2 Final Technical report

USAID Actions

- 1 Issue letter commenting on financial report (in draft 8/11/94)
- 2 Issue letter granting commodities to WCS (in draft 8/11/94)
- 3 Review and comment, as necessary, on final technical report
- 4 Decommit/de-earmark residual funds from Cooperative Agreement

Dian Fossey Gorilla Fund (DFGF) Cooperative Agreement (696-0129-A-00-0010-00) \$370,000, and Grant (696-0129-G-SS-4002-00) \$30,000

DFGF Actions

Provide

- 1 Inventories of project-purchased commodities (separately for Cooperative Agreement and Grant)
- 2 Final financial reports (CA and Grant)
- 3 Final Technical report (for Cooperative Agreement only, the Grant specifically states that no technical reporting is required)

USAID Actions

- 1 Following receipt of inventories, issue letters granting commodities to DFGF
- 2 Review and comment, as necessary, on final technical report
- 3 Decommit/de-earmark residual funds from Cooperative Agreement and Grant

Morris Animal Foundation (MAF) Grant (696-0129-G-SS-4003-00) \$50,250

MAF Actions

Provide

- 1 Inventory of commodities purchased under the Grant
- 2 Final financial report

NOTE The Grant specifically states that no technical reporting is required

USAID Actions

- 1 Following receipt of inventory, issue letter granting commodities to MAF
- 2 Decommit/de-earmark residual funds from Grant

CARE Grant (696-0129-G-SS-2001-00) \$66,500

CARE Actions

Provide

- 1 Final financial report

2 Final technical report

3 Inventory of any commodities purchased under the Grant (likely to be few or none)

USAID Actions

1 Send letter to CARE advising termination of the Grant (effective July 8, 1994, form letter sent to other grantees)

2 Review and comment, as necessary, on final technical report

3 Issue letter granting inventoried commodities, if any, to CARE

4 Decommit/de-earmark residual funds from Grant

University of Wisconsin (Frugivore Project) Grant (696-0129-G-SS-2008-00) \$72,010

UW Actions

Provide

1 Inventory of any commodities purchased under the Grant (likely to be few)

2 Final financial report

NOTE Reporting requirements under the Grant were met Reports were available at the USAID office in Kigali

USAID Actions

1 Following receipt of inventory, issue letter granting commodities, if any, to the Frugivore project

2 Decommit/de-earmark residual funds from Grant

NRMP Participants

As of August 11, 1994, the transfer of management of Pelagie NYARIHABIMANA and Nathanael HISHAMUNDA (at Auburn), to PIET had apparently been completed

A PIO/P amendment for Theogene MBABALIYE (University of Idaho), to add \$28,000 for a research project, was with PIET, for action

Outstanding PIO/P amendment for Felicien NTAWAKULIRYAYO (North Carolina State University) USAID and PIET are still waiting for justification from the University for a requested extension (apparently to 5/31/95) Dawn Gayle of PIET (Tel (202) 429-0810 x-322/324) told me on 8/10/94, that she was following up with the university for this information

A budget for the proposed extension has been received, and amounts to a total of \$29,600 for a 9-month extension (September '94 to May '95) PIET estimates of the cost of an additional 5-month funding beyond the end of the training course bring the total additional funds to \$40,242 However, Dirk Dijkerman informed me on 8/12/94, that the Mission had decided not to proceed with the provision of an additional 5-months of support after completion of training

Contacts for NRMP components

DAI

Paul DeLucco (to 9/02/94)

Tel (301) 718-8259
Fax (301) 718-7968

Africare

Laura Hoemeke

Tel (202) 462-3614
Fax (202) 387-1034

WCS

Amy Vedder/Hilary Simons Moreland

Tel (718) 220-7159
Tel (718) 220-5158
Fax (718) 364-4275

DFGF

Dieter Steklis

Tel (908) 932-9351
Tel (609) 683-7152
Fax (908) 932-1564

MAF

Rob Hilsenroth

Tel (303) 790-2345
Fax (303) 790-4066

Frugivore Project

Tim Moermond

Fax (608) 262-2273

June 7, 1994

To Sharon ZAVESTOSKI
fm Dirk DIJKERMAN

Subject Notes and questions on Project Close-Out Issues
for the 1530, June 8, 1994 meeting in your Office

Re our conversation, Claudia and I have tried to put down some of the questions and issues that we would like to raise with you and your staff. Our overall objective is to avoid re-inventing wheels and creating obstacles and problems where there should be none, and to work to learn about the existing "wheels."

Although the contracts, CA, and grants will be terminated July 8, 1994, there are a number of actions and expenses that will not be started or incurred by that date. For the most part, USAID/Rwanda's questions relate to those post termination date actions.

For bilateral and centrally-funded projects, after the contract termination date

- 1 What is the best or Agency preferred way of parking the funds needed to pay for project-close-out related expenses which will be incurred after the termination date. These include
 - a close out project leases for offices and residences,
 - b pay death benefits, terminations and salaries owed to local project staff of implementing entities,
 - c pack and ship out remaining HHE, UAB, and POV of TA
 - d store and dispose of project commodities
 - e continuing to pay local project staff who are working and protecting Project assets

- 2 The options appear to be
 - a Option A
 - i terminate the contract, CA or grant on 7/8/94
 - ii leave the projected funds needed in the Project
 - iii USAID charges the Project directly when and if those expenses are actually incurred
 - iv USAID deobligates funds and terminate Project once the actions listed in 1 a-e have been finished
 - v Cons
 - (1) places the management burden on USAID
 - (2) reduces amount of time needed by Contracts to negotiate the close-outs

- vi Pros
 - (1) allows USAID maximum flexibility to make close-out decisions in a coordinated fashion as all inventories, leases, and staff are controlled by one source
 - (2) keeps the contractor out of the picture, thus avoiding slowing down future decisions and actions (e g , contractor bias to keep things alive)

b Option B

- i terminate the contract, CA, or grant on 7/8/94
- ii negotiate with the contractor (etc) allowable post-contract (etc) expenses, thus placing the burden and responsibility of executing 1 a -e on the contractor
- iii Pros
 - (1) places more of the management burden on contractors
- iv Cons
 - (1) reduces USAID maximum flexibility to make close-out decisions in a coordinated fashion as all inventories, leases, and staff are controlled by one source
 - (2) keeps the contractor in the picture, thus possibly slowing down future decisions and actions (e g , contractor bias to keep things alive)
 - (3) still keeps a management burden on USAID for items 1 a -e because the situation in Rwanda makes it less and less likely that contractors will return soon
 - (4) using the contractor options keeps the "books" open for a long time and is more expensive
 - (5) would require potentially lengthy negotiations to revise contacts, cooperative agreements, and grants

c Other Options

- i what other options would Contracts propose?
- ii what requirements are there that have not been noted or included in the above option?

d From USAID/Rwanda discussions to date, there does not seem to be a clearly preferred option USAID/Rwanda would like, however, to come to closure on this and agree with Contracts on what is the way to go for Rwanda USAID/Rwanda prefers Option A

3 In all listed options, USAID would still continue actions to deobligate amounts in excess of projected needs

For Centrally-managed Activities

4 The questions may be slightly different, we think, for centrally-funded and

managed activities that USAID has "bought" through OYB transfers and buy-ins. The key difference is that there continues to be an active, legally accountable contractor, CA, or grantee working on larger project objectives. In addition to issues 1 a-e, they include

- a the most expeditious way to "turn over" project commodities. Our preference is to turn them over to the rest of the centrally-funded Project for use on other Africa Bureau-funded activities. If acceptable and allowable, what is the best way of doing this?
 - b What other options or requirements are there?
- 5 What is the best way to make sure that
- a USAID/Rwanda and USAID/Washington Contracts do not get at cross-purposes on project close-out actions
 - b the close-out actions are expeditiously executed
- 6 What other issues are there that Contracts needs to raise with USAID/Rwanda's planned close-outs
- 7 Other issues and questions not raised elsewhere

Status as of August 9, 1994

Project Name	PVO Support Project
Project Number	696-0136
PACD	09/30/98 (6-year project)
Authorized LOP Funding	\$10,000,000
Total Obligated to Date	\$7,500,000 (initial obl 08/31/92)
Total Committed to Date	\$7,063,527
Implementor	World Learning, Inc
Instrument	Cooperative Agreement, 11/10/93 - 05/31/98

Recommendation That the project terminates July 8, 1994

Close-Out Objectives

- 1 Terminate the Grant Agreement with the GOR effective July 8, 1994
- 2 Terminate the Cooperative Agreement with WLI effective July 8, 1994
- 3 Deobligate unearmarked funds
- 4 Dispose of commodities

Specific Actions (and status at July 31, 1994)

- 1 Draft, clear and send letter to GOR via Rwandan Ambassador to U S in Washington saying that USAID is unilaterally terminating the project effective July 8, 1994 and is taking ownership of all commodities procured with USAID project funds
Action Agent PRM & ADO

Status Completed letter sent and acknowledgement received

- 2 a Draft, clear and send letter to WLI saying that USAID is unilaterally terminating the Cooperative Agreement effective July 8, 1994
Action Agent RCO

Status Completed

- 2 b Draft, clear and send letter to WLI requesting
 - immediate transfer to USAID of project vehicle left in Bujumbura,
 - revised proposed LOP budget up to July 8, 1994 and projected close out costs beyond that date,
 - inventory with location of commodities,
 - list of commodities procured but not yet delivered to Rwanda,
 - final project activity status report,Action Agent ADO

Status Letter completed and sent to WLI All contractor actions requested are completed

- 3 a Review and correct, as needed, USAID financial reports
Action Agents ADO & CONT

Status In process

- 3 b Prepare and issue documents needed to decommit and de earmark excess funds
Action Agents ADO & CONT

Status Not started

- 3 c Prepare and issue deobligating documents
Action Agents ADO, PRM & CONT

Status Not started

- 4 a Draft, clear and issue letter to WLI notifying it that USAID is transferring title of those project commodities that were procured by WLI with project funds and were on route
Action Agent ADO

Status Completed Acknowledgement of receipt of transfer by WLI has been received by USAID

- 4 b Draft, clear and issue telegrams offering excess project commodities to other USAID Missions and projects, if any
Action Agent PRM & ADO

Status Not started

- 4 c Draft, clear and issue documentation granting and/or transferring commodities to other projects
Action Agent ADO & PRM

Status Not started

Post-July 1994 Management Burden Activities are nearly all internal to USAID/Rwanda and the RCO as they are taking unilateral decisions on the close-out and disposition of commodities and excess funds Specific Actions 3 a,b and c, 4 b and c may require follow-up by PRM and EXO after July 1994

Outstanding Issues

- 1 WLI will need to eventually access its bank accounts in Kigali to retrieve its operating funds there. This may take several months depending on when one can get into Kigali safely and commercial operations (i.e. banks) start up. **WLI will transfer authority for bank account management to USAID. USAID will close accounts (WLI has already provided account nos. and approximate balances to USAID - ref. WLI memo 7/20/94)**
- 2 WLI will need to clear its accounts payable in Rwanda. WLI should identify all outstanding local costs and, to the extent possible, arrange for payment of these costs through their local bank account. **Outstanding accounts are to be submitted (via SF 1034) to USAID for review. Payment will be made if vouchered expenses are adequately justified and consistent with costs identified in the WLI close-out budget.**
- 3 WLI TA may seek reimbursement for the loss of personal effects. A determination will need to be made by RCO & PRM. **A determination is in process. Contact person for this is Jim Corley, FA/PPE (703) 875-1453.**

To Greg Hemphill@AFR SA1@AIDW
C Dwight Smith@AFR SA1@AIDW
I Dirk Dijkerman@AFR SA1@AIDW
From Richard Cain@USAID RIG@NAIROBI
Subject A R 92-008-N, Recommendation
Date Tuesday, August 2, 1994 6 48 22 EDT
Attach
Certify N
Forwarded by

Audit

I'm responding to your recent E-mail regarding the unresolved recommendation from subject audit. Before you spend too much time dealing with this let me state that all recommendations have been closed since April 15, 1994. To give you a brief rundown of events concerning this:

(1) On April 5 we sent out NAIROBI 05963 which classified Rec #1 1 as resolved/open with no sustained savings based on Mission's comments in KIGALI 01351. We reluctantly had to leave Recommendation No 1 2 as unresolved although we pointed out Mission's substantial progress in getting the recommendation closed. This recommendation involved the \$626,856 you speak of. Mission found 98% of these costs to be allowable but was not ready to pass judgement on the remaining 2%. As a matter of policy, we cannot close recommendations until the Mission has made a final determination of allowability on all questioned costs. We recognize the effort Mission put in on this but there was little else we could do in this case. Although the cable was dated April 5 the contents were e-mailed to IG/Washington for inclusion in the Semi-Annual Report ending March 31, 1994. This explains why it appeared in the Semiannual report it was unresolved and two years old at that date.

(2) When Rwanda fell apart I immediately retrieved our file on this audit report and closed the recommendation on April 15 in NAIROBI 06788. We realized that no further action could be taken on the remaining 2% any time soon and the Rwanda mission-in-exile people and others had better things to worry about. In effect, the IG accepted responsibility for closing out the small amount left. The cable stated "USAID/Rwanda reported that Price Waterhouse, in a post-audit review, had accepted documentation for \$613,705 of the \$626,856 in unsupported costs in recommendation no 1 2. The remaining \$13,219 were still being reviewed by USAID/Rwanda to determine allowability. Due to the current situation in Rwanda, RIG/A/N has determined that the recommendation (already substantially resolved) is no longer actionable and in accordance with IG Handbook Part 1, Chapter 3 the determination has been made to close the recommendation with no sustained savings."

I'm sorry if this caused you any problems. Please advise if you have any further questions.

Status as of August 8, 1994

Project Name	Food Security II Project (FSII)
Project Number	
PACD	09/30/98 (6-year project)
Authorized LOP Funding	\$3,500,000
Total Obligated to Date	\$3,500,000 (initial obl 09/31/92)
Total Committed to Date	\$3,500,000
Implementor	Michigan State University
Instrument	Cooperative Agreement, AEP-5459-A-00-2041
Sub-implementors	Development Alternatives, Inc
Instrument	Sub-contract
Award	
Committed Amount	

Recommendation That the project terminates July 8, 1994

Close-Out Objectives

- 1 Terminate the Letter of Understanding with the GOR effective July 08, 1994
- 2 Terminate the Rwanda portion of the Cooperative Agreement with MSU effective July 08, 1994
- 3 Deobligate unearmarked funds
- 4 Dispose of commodities

Specific Actions

- 1 Draft, clear and send letter to GOR via Rwandan Ambassador to U S in Washington saying that USAID is unilaterally terminating the project effective July 8, 1994 and is taking ownership of all commodities procured with USAID project funds
Action Agent RCO

Status Completed

- 2 a Draft, clear and send letter to MSU saying that USAID is unilaterally terminating the Cooperative Agreement effective July 8, 1994
Action Agent CO

Status Completed

- 2 b Draft, clear and send letter to requesting
 - Revised proposed LOP budget up to July 8, 1994 and projected close out costs beyond that date
 - Inventory with location of commodities
 - Final project activity status report

Action Agents ADO and USAID/W Project Officer

Status Completed

- 2 c Draft, clear and issue the necessary documentation needed to facilitate a determination on the future of the two participants completing training by the end of June 1994

Action Agent PDO

Status Completed

- 3 a Review and correct, as needed, USAID financial reports

Action Agents ADO, CONT and USAID/W Project Officer

Status Not started

- 3 b Prepare and issue documents needed to decommit and de earmark excess funds

Action Agents ADO, CONT, USAID/W Project Officer and CO

Status Not started

- 3 c Prepare and issue deobligating documents

Action Agents ADO, CONT, USAID/W Project Officer and CO

Status Not started

- 4 a Draft, clear and issue letter to MSU notifying it that USAID is taking title of all project commodities, and request MSU express its interest for USAID granting of any of such commodities to other USAID-funded MSU projects

Action Agent ADO and USAID/W Project Officer

Status Letter to be issued by OP/B/AEP, following comments from USAID/Rwanda on the proposed FSII/MSU/Rwanda close-out activities and budget (memo July 27, 1994)

- 4 b Draft, clear and issue telegrams offering excess project commodities to other USAID Missions and projects

Action Agent ADO and USAID/W Project Officer

Status Not started

- 4 c Draft, clear and issue documentation granting and/or transferring commodities to other projects

Action Agent ADO & PRM

Status Not started

Post-July 1994 Management Burden Activities are nearly all internal to USAID/Rwanda, the USAID/W Project Officer and the Contracting Officer as they are taking unilateral decisions on the close-out and disposition of commodities and excess funds. Specific Actions 3a, b, c and 4 a, b, c may require follow-up by PRM and EXO after July 1994

Outstanding Issues

- 1 MSU will need to eventually access its bank accounts in Kigali to retrieve its operating funds there. This may take several months depending on when one can get into Kigali safely and commercial operations (i.e. banks) start up. Action Agent PRM & EXO **USAID will access local bank accounts as and when possible MSU to provide bank a/c information (see below)**
- 2 MSU will need to clear its accounts payable in Rwanda. Local staff and suppliers will need to be paid through either USAID or other partner. Action Agent EXO **USAID will arrange payments necessary**
- 3 The two participants completing their work by the end of June 1994, will need to make arrangements to remain in the U.S. until their safe return to Rwanda can be arranged. Action Agent PDO **Issue resolved one participant has completed his training and has applied for Temporary Protected Status. The second participant terminated his program because of ill-health and returned to Rwanda in January, 1994. PIO/T amendments have been issued noting the status of each of the participants**
- 4 MSU TA may seek reimbursement for the loss of personal effects. A determination will need to be made by CO & PRM. Action Agent CO & PRM **Jim Corley, FA/PPE (703-875-1453) is following up on compensation for contractors. E-mail 8/05/94 suggests that resolution of this issue is imminent**

Additional Specific Actions for close out August 5, 1994

MSU Actions

- 1 Provide account numbers for MSU Kigali bank accounts
- 2 Provide authorization to USAID for management of funds in local bank account
- 3 Provide inventory and location of all FSII project-purchased equipment
- 4 Sign over all project equipment to USAID

- 5 Provide all documentation for the undelivered generator
- 6 Indicate where to find copies of data at DSA which are not available at MSU
- 7 Identify all outstanding local costs and transmit details to USAID for payment in local currency (Assume this is being organized by MSU from East Lansing - see close-out proposal)
- 8 Transfer responsibility for management of leases for residences to USAID

Actions for USAID (in Kigali)

- 1 Identify and secure project equipment listed in inventory provided at (3) above
- 2 Prepare cable offering this equipment to other AID missions and projects in the region
- 3 On the basis of documentation concerning the undelivered generator, proceed either to obtain reimbursement from the supplier for non-delivery, or, take delivery and attempt disposal as at (2) above
- 4 Project materials which cannot be disposed of to other projects should be put up for auction or for sale by tender
- 5 Collect from DSA offices data and documents identified by MSU and transmit to MSU
- 6 Pay outstanding local expenses, according to costs identified by MSU in close-out proposal Transmit checks and obtain acknowledgement of receipt
- 7 Transfer any residual funds in the local bank account to MSU and give written notification to the bank that the account has been closed
- 8 Provide written notification to landlords of intent to terminate leases of Clay, Tardif-Douglin (and Kangasniemi ?) residences Include disclaimer of USAID responsibility for repairs to property

NOTE Any remaining household effects will be packed by US Embassy staff (GSO) or contractors

Cooperative Agreement close-out actions are being carried out by Ronnie Smith (OP/B/AEP) and FSII Project Manager Shirley Pryor (G/R&D/AGR)

SUSPENSE - CLOSE-OUT LIST
 LIST OF ALL PROJECTS/PROGRAMS 1987
 CONTRACTOR and CONTRACT OFFICER

Page 1

ADO

Project Name and Number Natural Resources Mgt, 696-0129

Contracts

Contractor Development Alternatives Inc (DAI)
 Contract Number 623-0129-C-00-0035-00
 Termination Date June 30, 1994
 Amount \$3,654,000
 Note PIO/T for extension to December 31, 1995, is with REDSO RCO for action
 Letter signature Kim Kester, RCO, REDSO/ESA
 Address 7250 Woodmont Ave
 Suite 200
 Bethesda, MD 20814
 (Tel 301-718-8699)

*Suspense letter sent 1/1/94
 U.S. - 2*

Cooperative Agreements

Recipient Wildlife Conservation Society (WCS)
 Coop Agreement No 696-0129-A-00-0003-00
 Termination Date June 30, 1994
 Amount \$1,128,660 (Includes \$200,000 from NRMS)
 Note USAID Director had DOA to sign Cooperative Agreement
 Letter signature Dirk Dijkerman, A/DIR, USAID/Rwanda
 Address 185th Street & Southern Blvd
 Bronx, NY 10460
 (Tel 718-220-7159)

Suspense letter sent 1/2/94

Recipient Dian Fossey Gorilla Fund (DFGF) ex-Digit Fund
 Coop Agreement No 696-0129-A-00-0010-00
 Termination Date June 30, 1994
 Amount \$370,000
 Note USAID Director had DOA to sign Cooperative Agreement
 Letter signature Dirk Dijkerman, A/DIR, USAID/Rwanda
 Address Dian Fossey Gorilla Fund
 45 Inverness Drive East
 Englewood CO 80112
 (Tel 908-932-9351 - Dieter Steklis)

Suspense letter sent 1/29/94

Recipient Africare
 Coop Agreement No 623-0129-A-00-1001-00
 Termination Date June 30, 1994
 Amount \$1,633,218
 Letter signature Kim Kester, RCO, REDSO/ESA
 Address

*Suspense letter sent 1/29/94
 U.S. - 1*

Management:

USAID - 4 (to be passed to RCO)
 AID/W - 15
 REDSO/RCO - 6

1994

Grants

Recipient Dian Fossey Gorilla Fund (DFGF) ex-Digit Fund
 Grant No 696-0129-G-SS-4002-00
 Termination Date August 31, 1994
 Amount \$30,000
 Letter signature Dirk Dijkerman, A/DIR, USAID/Rwanda
 Address Dian Fossey Gorilla Fund
 45 Inverness Drive East
 Englewood CO 80112
 (Tel 908-932-9351 - Dieter Steklis)

*Suspense letter
JUL 11/28/94*

Recipient Morris Animal Foundation (MAF)
 Grant No 696-0129-G-SS-4003-00
 Termination Date August 31, 1994
 Amount \$50,250
 Letter signature Dirk Dijkerman, A/DIR, USAID/Rwanda
 Address 45 Inverness Dr East
 Englewood, CO 80112
 (Tel 303-790-2345)

*Suspense letter
JUL 11/28/94*

Project Name and Number PVO Support, 696-0136

Cooperative Agreement

Recipient World Learning Inc (WLI)
 Coop Agreement No 623-0136-A-00-3199-00
 Termination Date 1998
 Amount \$9,500,000
 Letter signature Kim Kester, RCO, REDSO/ESA
 Address World Learning Inc
 1015 Fifteenth Street NW
 Suite 750
 Washington DC 20005
 (Tel 202-408-5420)

*Suspense letter
JUL 11/28/94*

Project Name and Number Food Security II,

Buy-in

Contractor Michigan State University (MSU)
 Contract No AEP-936-5459
 Termination Date March 31, 1995
 Amount \$3,500,000
 Letter signature AID/W
 Address

HPO

**Project Name and Number: Maternal Child Health/Family Planning II,
696-0128**

Contracts

Contractor	Management Sciences for Health (MSH)	
Contract No	623-0128-C-00-1002-cc	
Termination Date	November, 1994	
Amount	\$2,629,000	<i>Suspense letter</i>
Letter signature	REDSO/ESA	<i>sent 7/26/94</i>
Address	400 Centre St Newton, MA 02158 (Tel 617-527-9202)	<i>(LTL 4/27/94)</i>

Buy-ins

Project No	936-3031	
Contractor	INTRAH	<i>Delivery Order</i>
Contract No	DPE-3031-Z-00-9024-00	<i>(DO) #9</i>
Termination Date	July, 1994	
Amount	\$?	<i>Bordone</i>
Letter signature	AID/W	<i>to handle</i>
Address	James Leg University of North Carolina 208 North Columbia St Chapel Hill, NC 27514 (Tel 919-966-5636)	

Project No	936-3048	
Contractor	SEATS/John Snow, Inc	<i>DO # 6</i>
Contract No	DPE-3048-Z-9011-00	<i>Bordone -</i>
Termination Date	?	
Amount	\$4,000,000++	
Letter signature	AID/W	
Address	Nancy Harris SEATS Project John Snow, Inc 1616 N Fort Myer Dr 11th Floor Arlington, VA 22209 (Tel 703-528-7474)	

Project No	936-3045	
Contractor	JHPIEGO	<i>CTO Allen</i>
Contract No	DPE-3045-A-00-7004-00	<i>Brimmer</i>
Termination Date	December, 1994	<i>x 54565</i>
Amount	\$?	
Letter signature	AID/W	
Address	Noel McIntosh JHPIEGO Brown's Wharf 1615 Thames Ave , Suite 200 Baltimore, MD 21231	

(Tel 410-955-8558)

Project No 936-3051
Contractor SOMARC
Contract No CCP-3051-C-00-2016-00
Termination Date April, 1994
Amount \$4,000,000+++
Letter signature AID/W
Address Santiago Plata
The Futures Group
1050 17th St NW
Suite 1000
Washington, D C 20036
(Tel 202-775-9680)

CTO Tim Morris
x 54773

Project No
Contractor Basic Health Management/POPTECH
Contract No
Termination Date In process with Cumisky
Amount \$98,000+
Letter signature AID/W
Address

DO #2

Project No 936-3046
Contractor RAPID/The Futures Group
Contract No DPE-3046-C-00-1047-00
Termination Date Planned May 1994
Amount \$
Letter signature AID/W
Address Thomas Goliber
TFG/RAPID Project
1050 17th St NW
Suite 1000
Washington, D C 20036
(Tel 202-775-9680)

CTO
Ellen Starbird
#54581

Project No 936-3023
Contractor MACRO/DHS
Contract No CCP-3023-C-00-2012-00
Termination Date June, 1994
Amount \$?
Letter signature AID/W
Address Martha Vaessen
Macro International Inc
8850 Stanford Blvd
Suite 4000
Columbia, MD 21045
(Tel 410-290-2804)

CTO
Scott
Padloff (2)
54420

Project No 936-3046
Contractor Population Reference Bureau
Contract No DPE-0502-A-00-7066-00

CTO
Barbara Crane
54634

Termination Date April, 1994
Amount \$
Letter signature AID/W
Address Nancy Yinger
PRB
1875 Connecticut Ave , NW
Suite 520
Washington, D C 20009
(Tel 202-483-1100)

Project No 936-3049
Contractor Association of Voluntary Surgical
Contraception (AVSC)
Contract No DPE-3049-A-00-8041-00
Termination Date December, 1994
Amount \$?
Letter signature AID/W
Address 79 Madison Ave
New York, NY 10016
(Tel 212-561-8000)

CTO
John Rose
x 54533

Project No 936-3050
Contractor Pop Council
Contract No DPE-3050-A-00-8059-00
Termination Date Final report due Sept 1994
Amount \$?
Letter signature AID/W
Address George Brown
The PC
One Dag Hammarskjold Plaza
New York, NY 10017
(Tel 212-339-0600)

CTO
Jeff Spiller
x 54

Central Funds

Contractor SEATS/John Snow, Inc
Contract No DPE-3048-Z-00-9011-00
Termination Date July 9, 1994
Amount \$652,050
Letter signature AID/W (Thomas Borden)
Address Nancy Harris
SEATS Project
John Snow, Inc
1616 N Fort Myer Dr
11th Floor
Arlington, VA 22209
(Tel 703-528-7474)

see p 3

OYB Transfer, PIO/Cs

Contraceptive shipments
Ongoing
G/RD/POP/CPSD
Room 803 SA-18
USAID
Washington, D.C 20523-1819

Carl Hemmer
x 54412

Project Name ~~and~~ Number: Rwanda Integrated Maternal Child
Health/Family Planning, 696-0134

Contracts

Contractor Management Sciences for Health (MSH)
Contract No 623-0134-C-00-4015-00
Termination Date July 21, 1998
Amount \$8,485,759
Letter signature Kim Kester REDSO/ESA
Address 400 Centre St
Newton, MA 02158
(Tel 617-527-9202)

R+D/H
CTO Mary Anne
Anderson

Suppose letter
sent 1/2/98
(ltdl 1/22)
54521

Add-on

Contractor Wellstart
Contract No Mod # 6 to Cooperative Agreement
DPF-5966A00104500
Termination Date September 25, 1996
Amount \$298,317
Letter signature Michael Gushue
Div A
HRM Branch
Office of Procurement
Address 3333 K St , NW # 101
Washington, D C 20007

PASA

Recipient Centers for Disease Control
PASA No 623-0134-P-HH-3001-00
Termination Date September 30, 1998
Amount \$1,089,436
Letter signature Kim Kester, REDSO/ESA
Address Centers for Disease Control
IHPO
Atlanta, GA 30390

Suppose letter
sent 1/24/98
(ltdl 1/22)

Central Population Project

Project No 936-3058
Recipient CARE
Coop Agreement No DPE-3058-A-00-1011-00
Amount \$1,6++,000 Central Funds
Letter signature AID/W
Address Susan Toole
CARE
660 First Ave
New York, NY 10016
(Tel 212-686-3110)

CTO
Mihira Katta
X 54778

Project No 936-5972
Contractor Family Health Initiatives (FHI)
Contract No DPE-5972-A-00-1031-00
Termination Date September 21, 1997 (USAID buy-in)
Amount \$4,200,000
Letter signature AID/W
Address Michael Lavelline
Dir of Finance & Administration
FHI
2101 Wilson Blvd, Suite 700
Arlington, VA 22201
(Tel 703-516-9779)

R & D/IT
Denise
Rouse
X 54636

CC sent to Tom Bordone

MEMORANDUM

DATE June 10, 1994
TO M/OP/AOT, Joyce Frame
FROM USAID/Rwanda A/DIR, Dirk Dijkerman
SUBJ Rwanda - Close-out of Projects

Given the continued state of unrest in Rwanda, USAID/Washington, in concert with the Department of State, decided to terminate USAID-funded projects in that country. USAID/Rwanda and REDSO/ESA Contracts Officer Kim Kester have chosen July 8, 1994, as the termination date for bilateral projects in Rwanda, and Ms Kester notified all of the entities for which REDSO/ESA was the responsible contracting office of that date.

We request that the same date be used to terminate all of the USAID/Rwanda buy-ins and OYB transfers to USAID/Washington projects. A list is provided below, however, please note some information is missing as we do not have files to which we can refer. Further to our meeting of June 8, in which it was requested we provide PIO/T numbers and which Tom Bordone said he would provide, Tom and Claudia Cantell talked this morning and agreed that the PIO/T numbers were not required.

Project Name and Number: Maternal Child Health/Family Planning II, 696-0128

Buy-ins

Project No 936-3031
Contractor INTRAH
Contract No DPE-3031-Z-00-9024-00
Delivery Order No 9
Termination Date July, 1994
Amount \$457,570
AID/W Projects Off Estelle Quain (875-4655)

Project No 936-3048
Contractor SEATS/John Snow, Inc
Contract No DPE-3048-Z-9011-00
Delivery Order No 6
Termination Date July 9, 1994
Amount \$652,050
AID/W Projects Off Bonnie Pederson (875-4772)

Project No 936-3045
Contractor JHPIEGO
Contract No DPE-3045-A-00-7004-00
Delivery Order No
Termination Date December, 1994
Amount \$?
AID/W Projects Off Allen Brimmer (875-4565)

Project No 936-3051
Contractor SOMARC/The Futures Group
Contract No CCP-3051-C-00-2016-00
Delivery Order No
Termination Date April, 1994
Amount
AID/W Projects Off Tom Morris (875-4773)

Project No 936-3024
Contractor Basic Health Management/POPTECH
Contract No CCP-3024-C-00-3011-00
Delivery Order No 2
Termination Date Draft final report with USAID
Amount \$98,000+
AID/W Projects Off Tim Cumiskey (875-4573)

Project No 936-3046
Contractor RAPID/The Futures Group
Contract No DPE-3046-C-00-1047-00
Delivery Order No
Termination Date Planned May 1994
Amount \$
AID/W Projects Off Ellen Starbird (875-4581)

Project No 936-3023
Contractor MACRO/DHS
Contract No CCP-3023-C-00-2012-00
Delivery Order No
Termination Date June, 1994, final report with USAID
Amount \$?
AID/W Projects Off Rodney Knight (875-7790)

Project No 936-3046
Contractor Population Reference Bureau
Contract No DPE-0502-A-00-7066-00
Delivery Order No
Termination Date April, 1994
Amount \$
AID/W Projects Off Lori Ashford (875-4471)

Project No 936-3049
Contractor Association of Voluntary Surgical
Contraception (AVSC)
Contract No DPE-3049-A-00-8041-00
Delivery Order No
Termination Date December, 1994
Amount \$?
AID/W Projects Off John Rose (875-4533)

Project No 936-3050
Contractor Pop Council
Contract No DPE-3050-A-00-8059-00
Delivery Order No
Termination Date Final report due Sept 1994
Amount \$?
AID/W Projects Off Felize Apter (875-4678)

Central Funds

G/POP Central Project

Project No 936-3058
Recipient CARE
Coop Agreement No DPE-3058-A-00-1011-00
Amount \$1,6++,000 Central Funds
AID/W Contracts Off Mikira Karra (875-4778)

OYB Transfer, PIO/Cs

Contraceptive shipments
Ongoing
G/RD/POP/CPSD, Carl Hemmer (875-4412)
Room 803 SA-18

**Project Name and Number. Rwanda Integrated Maternal Child
Health/Family Planning, 696-0134**

Add-on

Contractor Wellstart
Contract No Mod # 6 to Cooperative Agreement
DPF-5966A00104500
Termination Date September 25, 1996
Amount \$298,317
AID/W Contracts Off Mary Anne Anderson (875-4521)

Project No 936-5972
Contractor Family Health Initiatives (FHI)
Contract No DPE-5972-A-00-1031-00
Termination Date September 21, 1997 (USAID buy-in)
Amount \$4,200,000
AID/W Contracts Off Denise Rouse (875-4636)
NOTE USAID/Rwanda program will not be terminated

REPORT OF PARTICIPANTS IN-TRAINING DURING FISCAL 1994
 U S TRAINING ONLY - AS OF JULY 1 1994
 BY COUNTRY AND PROJECT

PAGE 83
 07/05/94

COUNTRY RWANDA

AFRICA REGION

MACRO G421MSNQ

PARTICIPANT NAME	PDF NBR	PIOP NBR	DEG OBJ	MED CRT	MAJR STDY	BEGIN DATE	EST DATE	END DATE	TERM DATE	RTS	VISA END	CURRENT OR LAST REPORTED TRAINING FACILITY	ST
====> PROJ 6850463 PRJTITLE6850463***** CONTR PARTNERS FOR INTL EDUC AND TRAINING													
UMUKUNZI		COLET (778862)	68530047	TECH	***	4620	03/06/94	*04/23/94			___	**04/30/94 WESTERN CONSORTIUM-INTL HEAL	CA
====> PROJ 6960110 FARMING SYSTEMS RESEARCH CONTR CONSORTIUM FOR INTL DEV													
KAVAMAHANGA		FRANC (709702)	69680045	MAST		6101	01/01/91	*01/01/93			P	**12/31/92 ALABAMA A AND M UNIV	AL
X TWAGIRAMUNGU		FABIE (651709)	69691031	BACH		7731	07/05/88	*08/31/92			P	**09/07/92 UNIV OF MISSOURI	MO
====> PROJ 6960126 AGRI SURVEY POLICY ANALYSIS CONTR DEV ALTERNATIVES INC 696-0126-C-00-7777-00													
NGIRUMWAMI		JEAN (647750)	69610069	MAST		6090	06/17/90	*09/30/92			P	**09/30/92 MICHIGAN STATE UNIV	MI
X MUNYANEZA		SAMUE (647747)	69660035	MAST		1530	06/10/89	*09/30/91			P	**09/30/91 MICHIGAN STATE UNIV	MI
X NGARAMBE		OCTAV (647748)	69660038	MAST		1530	06/17/89	*09/30/91			P	**09/30/91 NORTH CAROLINA A AND T ST UN	NC
X UWIZEYE		AIMAB (647745)	69670028	MAST		1530	06/10/89	*09/30/91			P	**09/30/91 BOSTON STATE COLL	MA
====> PROJ 6960126 AGRI SURVEY POLICY ANALYSIS CONTR MICHIGAN STATE UNIV AEP-5459-A-00-2141-00													
RWALINDA		PIERR (735677)	69692046	MAST		1530	06/23/93	*06/21/94			___	**06/17/94 MICHIGAN STATE UNIV	MI
SIBOMANA		JEAN (735676)	69692047	MAST		1530	06/23/93	*06/21/94			___	**06/17/94 COMMERCE DEPT OF	DC
====> PROJ 6960128 MATERNAL CHILD HEALTH/FAMILY PLANNI CONTR AFRICAN AMERICAN INSTITUTE 623-0128-C-00-1002-00													
GATEBUKE		JUSTI (720951)	69600100	MAST		4650	08/04/92	08/30/94			___	**06/30/94 MEHARRY MEDICAL COLL	TN
====> PROJ 6960128 MATERNAL CHILD HEALTH/FAMILY PLANNI CONTR AFRICAN AMERICAN INSTITUTE AFR-0455-A-00-5020-00													

* ESTIMATED COMPLETION DATE HAS EXPIRED & PARTICIPANT HAS NOT TERM D
 ** VISA NOT RECEIVED OR VISA END DATE HAS EXPIRED & PARTICIPANT HAS NOT TERM D
 *** ONBOARD AFTER 11/1/87 WITH NO MED CERT ON FILE
 X IN-TRAINING FOR 5 YEARS OR MORE & PARTICIPANT HAS NOT TERM D

RETURN STATUS CODES
 R CONFIRMED RETURNED HOME
 N CONFIRMED NON-RETURNEE
 U UNKNOWN RETURN STATUS
 P PRESUMED NON-RETURNEE (FOR OIT USE ONLY)

205

REPORT OF PARTICIPANTS IN-TRAINING DURING FISCAL 1994
 U S TRAINING ONLY - AS OF JULY 1 1994
 BY COUNTRY AND PROJECT

COUNTRY RWANDA

AFRICA REGION

MACRO G421MSNQ

PARTICIPANT NAME	PDF NBR	PIOP NBR	DEG OBJ	MED MAJR CRT STDY	BEGIN DATE	EST END DATE	TERM DATE	RTS	VISA END	CURRENT OR LAST REPORTED TRAINING FACILITY	ST
HAKIRUWIZERA	CELES (720952)	69600098	MAST	4620	08/19/92	*06/24/94			**06/30/94	TULANE UNIV	LA
==> PROJ 6960129 NATURAL RESOURCE MANAGEMENT (PVO) CONTR CORNELL UNIV 623-0129-C-00-0035-00											
HISHAMUNDA	NATHA (643355)	69600059	PH D	9253	03/24/91	*06/30/94			**03/29/94	AUBURN UNIV	AL
NYIRAHABIMANA	PELAG (643358)	69600096	MAST	1840	09/18/92	*06/30/94			**06/30/94	AUBURN UNIV	AL
NIZEYE	JEAN (643359)	69600097	MAST	6651	09/01/92	*08/31/93		P	**08/31/93	COLORADO STATE UNIV	CO
==> PROJ 6960129 NATURAL RESOURCE MANAGEMENT (PVO) CONTR PARTNERS FOR INTL EDUC AND TRAINING											
NTAWUKULIRYAYO	FELIC (735577)	69600102	MAST	6330	09/05/92	08/31/94			08/31/94	NORTH CAROLINA STATE UNIV	NC
==> PROJ 6960130 PROGRAM DEVELOPMENT & SUPPORT CONTR BUREAU OF CENSUS											
HAKIZIMANA	JEAN (748481)	69691072	TECH	2270	09/08/93	11/22/93	11/22/93	P	11/30/93	US AND DC	
KAREGEYA	ALOYS (748482)	69691072	TECH	2270	09/08/93	11/22/93	11/22/93	P	11/30/93	US AND DC	
==> PROJ 6980128 PRJTITLE6980128***** CONTR AFRICAN AMERICAN INSTITUTE 623-0128-C-00-1002-00											
MUHAWENIMANA	ALEXA (726364)	69800114	MAST	4620	07/20/93	12/31/94			08/30/94	TULANE UNIV	LA
==> PROJ 6980455 AFRICAN GRADUATE FELLOWSHIP PROG II CONTR AFRICAN AMERICAN INSTITUTE AFR-0455-A-00-5020-00											
X BIZIMANA	VALEN (649263)	69814562	PH D	5650	09/19/87	08/30/94			08/31/94	UNIV OF MINNESOTA MINNEAPOLI MN	
X GASANA	JANVI (656835)	69814565	MAST	4610	07/10/88	12/31/94			12/31/94	UNIV OF ILLINOIS	IL
TWAGILIMANA	AUGUS (703990)	69814570	PH D	5200	01/13/90	08/31/95			07/31/95	NORTHERN ILLINOIS UNIV	IL
MUNYANEZA	JOSEP (704019)	69814606	PH D	2340	03/07/90	03/31/96			12/31/94	IOWA STATE UNIV	IO

* ESTIMATED COMPLETION DATE HAS EXPIRED & PARTICIPANT HAS NOT TERM D
 ** VISA NOT RECEIVED OR VISA END DATE HAS EXPIRED & PARTICIPANT HAS NOT TERM D
 *** ONBOARD AFTER 11/1/87 WITH NO MED CERT ON FILE
 X IN-TRAINING FOR 5 YEARS OR MORE & PARTICIPANT HAS NOT TERM D

RETURN STATUS CODES

R CONFIRMED RETURNED HOME
 N CONFIRMED NON-RETURNEE
 U UNKNOWN RETURN STATUS
 P PRESUMED NON-RETURNEE (FOR OIT USE ONLY)

202

REPORT OF PARTICIPANTS IN-TRAINING DURING FISCAL 1994
 U S TRAINING ONLY - AS OF JULY 1 1994
 BY COUNTRY AND PROJECT

COUNTRY RWANDA

AFRICA REGION

MACRO G421MSNQ

PARTICIPANT NAME	PDF NBR	PIOP NBR	DEG OBJ	MED MAJR CRT	STDY	BEGIN DATE	EST END DATE	TERM DATE	RTS	VISA END	CURRENT OR LAST REPORTED TRAINING FACILITY	ST
===> PROJ 6980463	HUMAN RESOURCES DEV		FOR AFRICA		CONTR	AFRICAN AMERICAN INSTITUTE		AFR-0475-C-00-0068-00				
MUREMBYA	LEONI (679329)	69800045	MAST	1590	12/19/90	08/31/95				11/30/94	MICHIGAN STATE UNIV	MI
===> PROJ 6980463	HUMAN RESOURCES DEV		FOR AFRICA		CONTR	BUREAU OF CENSUS						
NYARWAYA	JEAN (737453)	69891058		3400	01/02/93	*07/30/93		P	**08/30/93	COMMERCE DEPT OF		DC
NKURUNZIZA	FRANC (737464)	69892045	TECH	3400	01/26/94	08/19/94				08/30/94	US CENSUS BUREAU	DC
===> PROJ 6980463	HUMAN RESOURCES DEV		FOR AFRICA		CONTR	PARTNERS FOR INTL EDUC AND TRAINING						
BYILINGIRO	FIDEL (725937)	69800082	MAST	1530	03/22/92	*06/21/94			**06/21/94	MICHIGAN STATE UNIV		MI
BEMELIKI	FRODU (739279)	69880054	TECH	4990	06/01/93	*07/31/93		P	**08/15/93	UNIV OF PITTSBURGH		PA
AKAYEZU	JEAN (664617)	69891053	PH D	6200	01/01/89	03/31/94	03/31/94			03/31/94	UNIV OF MINNESOTA MINNEAPOLI	MN
MUNYANKUSI	EMMAN (703758)	69891054	PH D	6640	10/01/92	03/31/95				09/01/94	UNIV OF MINNESOTA MINNEAPOLI	MN
MUHINGABIRE	PIERR (738604)	69891059	TECH	3570	01/13/93	12/20/93	12/20/93	P		12/28/93	COMMERCE DEPT OF	DC
KAYIHURA	FRANC (738605)	69892019	MAST	6100	01/06/93	06/04/95	06/04/95			12/28/94	LOUISIANA STATE UNIV (ENG LA LA	
===> PROJ 9365117	WOMEN & INFANT NUTRITION A		FAMILY F		CONTR	WELLSTART		DAN-5117-A-00-9099-00				
DOMITILLE	NIYOR (742925)	93630033	TECH	4473	11/07/93	12/10/93	12/10/93	P		12/12/93	WELLSTART SAN DIEGO LACT PRO CA	
MBARUTSO	ETIEN (742924)	93630033	TECH	4473	11/07/93	12/10/93	12/10/93	P		12/12/93	WELLSTART SAN DIEGO LACT PRO CA	
MUKARURINDA	LEONC (742927)	93630033	TECH	4473	11/07/93	12/10/93	12/10/93	P		12/12/93	WELLSTART SAN DIEGO LACT PRO CA	
MUKARUZIMA	EMMER (742926)	93630033	TECH	4473	11/07/93	12/10/93	12/10/93	P		12/12/93	WELLSTART SAN DIEGO LACT PRO CA	
NYIRAZIRASE	MARIE (742928)	93630033	TECH	4473	11/07/93	12/10/93	12/10/93	P		12/12/93	WELLSTART SAN DIEGO LACT PRO CA	
MUKAMABANO	BARBA (742929)	93630034	TECH	4473	11/07/93	12/10/93	12/10/93	P		12/12/93	WELLSTART SAN DIEGO LACT PRO CA	

* ESTIMATED COMPLETION DATE HAS EXPIRED & PARTICIPANT HAS NOT TERM D
 ** VISA NOT RECEIVED OR VISA END DATE HAS EXPIRED & PARTICIPANT HAS NOT TERM D
 *** ONBOARD AFTER 11/1/87 WITH NO MED CERT ON FILE
 X IN-TRAINING FOR 5 YEARS OR MORE & PARTICIPANT HAS NOT TERM D

RETURN STATUS CODES

R CONFIRMED RETURNED HOME
 N CONFIRMED NON-RETURNEE
 U UNKNOWN RETURN STATUS
 P PRESUMED NON-RETURNEE (FOR OIT USE ONLY)

207

REPORT OF PARTICIPANTS IN-TRAINING DURING FISCAL 1994
 U S TRAINING ONLY - AS OF JULY 1 1994
 BY COUNTRY AND PROJECT

PAGE 86
 07/05/94

COUNTRY RWANDA

AFRICA REGION

MACRO G421MSNQ

PARTICIPANT NAME	PDF NBR	PIOP NBR	DEG OBJ	MED CRT	MAJR STDY	BEGIN DATE	EST DATE	END DATE	TERM DATE	RTS	VISA END	CURRENT OR LAST REPORTED TRAINING FACILITY	ST
------------------	------------	-------------	------------	------------	--------------	---------------	-------------	-------------	--------------	-----	-------------	-----------------------------------------------	----

* ESTIMATED COMPLETION DATE HAS EXPIRED & PARTICIPANT HAS NOT TERM D
 ** VISA NOT RECEIVED OR VISA END DATE HAS EXPIRED & PARTICIPANT HAS NOT TERM D
 *** ONBOARD AFTER 11/1/87 WITH NO MED CERT ON FILE
 X IN-TRAINING FOR 5 YEARS OR MORE & PARTICIPANT HAS NOT TERM D

RETURN STATUS CODES

R CONFIRMED RETURNED HOME
 N CONFIRMED NON-RETURNEE
 U UNKNOWN RETURN STATUS
 P PRESUMED NON-RETURNEE (FOR OIT USE ONLY)

208

Key Document of

clearance

MEMORANDUM

DATE June 27, 1994

TO USAID/Rwanda A/DIR, Dirk Dijkerman

FROM USAID/Rwanda PDO, Claudia Campbell

SUBJ Rwandan Participant Training

The Bureau is currently undergoing a review of how to manage students from "close-out countries" who are studying here in the United States. While no decisions have been made, there has been a clear sense from the meetings that USAID should not extend its commitments for education and training beyond the original programs agreed upon between the USAIDs and the students.

USAID/Rwanda finds itself in a different situation from the "close-out countries" in that the participants most likely will not either (1) return to Rwanda as a result of the April 6, 1994, outbreak of war, or (2) if they return to Rwanda, will not have positions under USAID-funded projects to which they can be assigned. I recommend that USAID/Rwanda should follow the unofficial Bureau policy as outlined above on a case by case basis. There are currently 7 long term participants under bilateral programs, 1 under ATLAS (subject of my memo to you dated April 28, 1994, and therefore not included in this memo), 11 long term participants under HRDA or AFGRAD, and, 2 short term participants under HRDA. Additionally, there are 2 long term participants under HRDA funding in Dakar.

*2 short term
no*

I have outlined all the outstanding issues that require your decisions. I have proposed actions which I believe are consistent with the policy discussions, as related to me by various Desk Officers, and this memorandum requests your approval of the course of action proposed for each student. I believe we should obtain from each participant a signed statement that they (1) have not applied for political asylum, and (2) if they do apply for political asylum, they will notify USAID/Rwanda in Washington of that application immediately. If and when they apply for political asylum, all USAID funding for the programs should stop, as they would then receive a different package of benefits under the political asylum category.

Additionally, all Rwandan participants in the U S have the right to apply for Temporary Protective Status with the INS. They should do so only at the completion of their programs.

As noted in response to questions from the USAID staff, AID does not transfer responsibility for visa status of its participants either during their programs or after, if they receive other than AID funding for continued programs and AID has approved that continuation.

In the case of all USAID/R funded participants in the U S , USAID/Rwanda should amend the PIO/P to include sufficient funding to cover HAC, PIET management costs, a five month stipend (if approved), a return ticket to Rwanda, and any costs related with the degree program such as shipment of books, typing of thesis/dissertation, etc When a participant obtains employment, and if it is before the five month period ends, the stipend will end Whoever becomes responsible for monitoring training activities must ensure that PIET and AAI are aware that they are to stop stipend funding as soon as a participant becomes employed

Outstanding Requests

696-0126, ASPAP

100 Mr Pierre Rwalinda is due to complete his Masters program at MSU in mid-June 1994 His program is managed by MSU through a subcontract to AAI

Recommendation Allow Mr Rwalinda to complete his degree

Approve Disapprove _____

Next steps if approved Notify MSU that Mr Rwalinda will be allowed to complete his Masters, and that AID will not transfer responsibility for his visa status MSU is to ensure that Mr Rwalinda immediately reports to the nearest INS office to obtain information as to his status and the possibility of applying for TPS Mr Rwalinda is to return to Rwanda as soon as the situation allows MSU should reserve funds for his return ticket to Rwanda

110 Mr Jean Sibomana is due to complete his non-degree program at ISPC (Department of Commerce) in mid-June His program is managed by MSU

Recommendation Allow Mr Sibomana to complete his program

Approve Disapprove _____

Next steps if approved Notify MSU that Mr Sibomana will be allowed to complete his program and that AID will not transfer responsibility for his visa status MSU is to ensure that Mr Sibomana immediately reports to the nearest INS office to obtain information as to his status and the possibility of applying for TPS Mr Sibomana is to return to Rwanda as soon as the situation allows MSU should reserve funds for his return ticket to Rwanda

696-0128, MCH/FP II

Mr Justin Gatebuke is due to complete a MPH at Meharry Medical College in late June, 1994 His program is managed by MSH/AAI

Bill - Not Gatebuke & Hakiruwizera have already graduated, their academic deferrals are, in part, over. Still have no formal communication re how AID will meet them

Recommendation Allow Mr Gatebuke to complete his program

Approve WBM (w/changes) Disapprove _____

Next steps if approved Notify MSH that Mr Gatebuke will be allowed to complete his program and that AID will not transfer responsibility for his visa status Notify MSH to inform Mr Gatebuke that, with the MSH contract ending July 8, 1994, his program will be managed by PIET and that he is to contact PIET to obtain all necessary information concerning TPS, stipends, HAC coverage, etc, and to the nearest INS office to obtain information as to his status Mr Gatebuke is to return to Rwanda as soon as the situation allows *or upon completion of approved training program*

Mr Celestin Hakiruwizera is due to complete his MPH at Tulane University in late June, 1994 His program is managed by MSH

Recommendation Allow Mr Hakiruwizera to complete his program

Approve WBM (w/changes) Disapprove _____

Next steps if approved Notify MSH that Mr Hakiruwizera will be allowed to complete his program and that AID will not transfer responsibility for his visa status Notify MSH to inform Mr Hakiruwizera that, with the MSH contract ending July 8, 1994, his program will be managed by PIET and that he is to contact PIET to obtain all necessary information concerning TPS, stipends, HAC coverage, etc, and to the nearest INS office to obtain information as to his status Mr Hakiruwizera is to return to Rwanda as soon as the situation allows *or upon completion of approved program*

Mr Alexandre Muhawenimana is due to complete his MPH at Tulane in late August, 1994

Recommendation Allow Mr Mujahawenimana to complete his program

Approve WBM (w/changes) Disapprove _____

Next steps if approved Notify MSH that Mr Mujahawenimana will be allowed to complete his program and that AID will not transfer responsibility for his visa status Notify MSH to inform Mr Mujahawenimana that, with the MSH contract ending July 8, 1994, his program will be managed by PIET and that he is to contact PIET to obtain all necessary information concerning TPS, stipends, HAC coverage, etc, and to the nearest INS office to obtain information as to his status Mr Mujahawenimana is to return to Rwanda as soon as the situation allows *or upon completion of approved program*

696-0129, NRMP

Mr Nathaniel Hishamunda completed his Masters program at Auburn University in December, 1993, and started a Ph D program, which should complete this program the end of 1995, as planned Mr Hishamunda's program is managed by DAI

Recommendation: Allow Mr Hishamunda to complete his program

Approve JK w/changed Disapprove _____

Next steps if approved Send a letter to DAI notifying them that their management of Mr Hishamunda's program will end with termination of the DAI contract on June 30, 1994 DAI should inform Mr Hishamunda that he will be allowed to complete his program for which the management of will be transferred over to PIET July 1, 1994, and, that AID will not transfer responsibility for his visa status ~~USAID will amend the PIO/P to take over interim management of Mr Hishamunda's program,~~ extend the PIO/P PACD through to December 31, 1995, and include a budget to cover costs through completion of his program Check with OIT to ensure that they have notified PIET of the change in management for Mr Hishamunda's program to PIET from USAID and obtain a proposed budget from PIET for the costs related to the completion of Mr Hishamunda's program, beginning July 1, 1994 through the completion date of December 31, 1995 USAID or whoever has management responsibility for Rwandan participants will again amend the PIO/P to change the management responsibilities from USAID to PIET and to include any budgetary changes if required Mr Hishamunda is married to Ms Pelagie Nyirahabimana, who is due to complete a Masters program at Auburn in late September, 1994, who would then become his dependent and changed from a J-1 to a J-2 visa status Mr Hishamunda is to return to Rwanda as soon as the situation allows, after completion of his current program

Ms Pelagie Nyirahabimana is due to complete her Masters program at Auburn University in late September, 1994

Recommendation: Allow Ms Nyirahabimana to complete her program

Approve JK Disapprove _____

Next steps if approved Send a letter to DAI notifying them that their management of Ms Nyirahabimana's program will end with termination of the DAI contract on June 30, 1994 DAI should inform Ms Nyirahabimana that she will be allowed to complete her program for which the management of will be transferred over to PIET July 1, 1994, and, that AID will not transfer responsibility for her visa status USAID will amend the PIO/P to take over interim management of Ms Nyirahabimana's program, extend the PIO/P PACD through to September 30, 1994, and include a budget to cover costs through completion of her program Check with OIT to ensure that they have notified PIET of the change in management for Ms Nyirahabimana's program to PIET from USAID and obtain a proposed budget from PIET for the costs related to the completion of her program, beginning July 1, 1994 through the completion date of September 30, 1994 USAID or whoever has management responsibility for Rwandan participants will again amend the PIO/P to change the management responsibilities from USAID to PIET and to include any budgetary changes if required Ms Nyirahabimana's PIO/P will be terminated at the completion of her program as she would then

and that he is to contact PIET to obtain all necessary information concerning TPS, stipends, HAC coverage, etc , and the nearest INS office to obtain information as to his status Mr Ntawukuliryayo is to return to Rwanda as soon as it is safe to do so

698-0455 00, AFGRAD

Mr Valens Bizimana is due to complete his Ph D in Home Economics/Food and Nutrition at the University of Minnesota in late August, 1994 His program is managed by AAI

Recommendation That Mr Bizimana be allowed to complete his program

Approved _____ Disapprove _____

Next steps if approved Notify AAI of our decision Mr Bizimana is to return to Rwanda upon completion of his current program, however, if the situation in Rwanda does not allow for his return at that time, he should report to AAI to obtain all necessary information concerning TPS, stipends, HAC coverage, etc , and the nearest INS to obtain information as to his status

Mr Janvier Gasana is due to complete his Ph D in Public Health at the University of Illinois the end of December, 1994 He has been in the U S since July, 1988 His program is managed by AAI

Recommendation That Mr Gasana be allowed to complete his program

Approved _____ Disapprove _____

Next steps if approved Notify AAI of our decision Mr Gasana is to return to Rwanda upon completion of his current program, however, if the situation in Rwanda does not allow for his return at that time, he should report to AAI to obtain all necessary information concerning TPS, stipends, HAC coverage, etc , and the nearest INS to obtain information as to his status

Mr Joseph Munyaneza is enrolled in a Ph D program at Southern Illinois University, and he is scheduled to complete his program March 31, 1996 His program is managed by AAI

Recommendation That Mr Munyaneza be allowed to complete his program

Approved _____ Disapprove _____

Next steps if approved Notify AAI of our decision AAI should inform Mr Munyaneza that he should report to AAI to obtain all necessary information concerning TPS, stipends, HAC coverage, etc , and the nearest INS to obtain information as to his status Mr Munyaneza is to return to Rwanda upon completion of his current

program, and he should also sign a statement agreeing to that since nearly two years remain in his program

Mr Aster Rutibabalira is enrolled at Vanderbilt University in a Ph D program Mr Rutibabalira had returned to Rwanda several months ago to be with his wife who was very ill He was advised that he would have to come up with the nearly \$12,000 required for his tickets (return to the U S , roundtrip to Rwanda for his dissertation work, and return from the U S to Rwanda upon completion of his program) prior to being allowed to return to the U S As of April 6, 1994, he was still in Rwanda

Recommendation That we terminate Mr Rutibbalira's program, as there is very little chance he will return to complete it

Approved *[Signature]* Disapprove _____

Next steps if approved Notify AAI to issue the appropriate paperwork to inform Vanderbilt University that Mr Rutibabalira will not be returning to complete his USAID funded program and to cancel the program

Mr Augustin Twagilimana has been in the U S since January, 1989, and will complete his Ph D at Illinois State University in January, 1995 His program is managed by AAI

Recommendation That Mr Twagilimana be allowed to complete his program

Approved *[Signature]* Disapprove _____

Next steps if approved Notify AAI of our decision AAI should inform Mr Twagilimana that he should report to AAI to obtain all necessary information concerning TPS, stipends, HAC coverage, etc , and the nearest INS to obtain information as to his status Mr Twagilimana is to return to Rwanda upon completion of his current program, however, if the situation in Rwanda does not allow for his return at that time, he should report to INS to obtain information as to his status

*the guy from the Congress
Inquiry*

698-0463 96, HRDA

Mr Jean Marie Vianney Akayezu was due to complete his Ph D program at the University of Minnesota on March 31, 1994, and leave the U S for Rwanda not later than April 7, 1994 He had requested an extension on his and his family's departure date to allow them time to get ready to leave The Mission sent a cable denying an extension of their visas for this purpose as Mr Akayezu had already received two extensions of his program, and they had known for sometime they would be leaving in early April Mr Akayezu called me when we reported to AID/W and said he had not as yet completed his program and had lied about it since he had been told by Francois Ntaganira that another extension would not be approved I informed Mr Akayezu that he should report to the INS for a

*ADD
7*

*to when
why*

(hear say)

*Is he done now??
215*

decision on his and his family's status as he was out of compliance on his visa He did not do so Mr Dijkerman decided to continue USAID sponsorship for Mr Akayezu Mr Akayezu's program is managed by AAI

*of parent
of student
decision
made
in consult
with OIT
7/10/94*

Recommendation That Mr Akayezu be informed that he will be financially responsible for all payments after the March 31, 1994, date of completion for his program I base this on (1) he had a previous extension to complete his program, (2) he told me he lied to USAID/Rwanda about his completing his program, and (3) USAID/Rwanda had not agreed to funding any extensions other than the first

Approved _____ Disapproved _____

Next steps Whether approved or not, inform AAI of the USAID/Rwanda decision and advise them to inform him, if he has not already done so, to contact the INS about his and his family's visa status AAI should inform Mr Akayezu that he should report to AAI to obtain all necessary information concerning TPS, stipends, HAC coverage, etc Mr Akayezu is to return to Rwanda as soon as the situation is safe to do so

Mr Fidele U Byilingiro is enrolled at Michigan State University in a Masters program that is due to be completed in mid-June, 1994, however, I just received a fax from PIET in which there is a letter from MSU, Tom Reardon, requesting an extension through August 30, 1994, for Mr Byiringiro to complete his thesis His program is managed by PIET

*HRDA
MSU
FJH*

Recommendation That Mr Byilingiro be allowed to complete his program

Approved X _____ Disapprove _____

Next steps if approved Notify PIET of our decision PIET should inform MSU and Mr Byilingiro that he has been given an extension through August 30, 1994, to complete his thesis Prior to completing his program, Mr Byilingiro should report to PIET to obtain all necessary information concerning TPS, HAC coverage, etc , and to the nearest INS to obtain information as to his status Mr Byilingiro is to return to Rwanda upon completion of his current program

ADU

Mr Emmanuel Munyankusi was transferred over to HRDA from the SAARFA project when that project ended and his degree program was not completed He is obtaining a Ph D in Soil Science from the University of Minnesota, and his program is managed by CID His program is due to end March 30, 1995

Recommendation That Mr Munyankusi be allowed to complete his program

Approve [Signature] _____ Disapprove _____

MEMORANDUM

DATE June 24, 1994
TO OIT, Rita Evans
FROM PDO, Claudia Cantelli
SUBJ Transfer of Participants to PIET from MSH(AAI)

Transfer to
OIT

Attached are copies of all the relevant documents for the following participants who were previously managed by AAI under a subcontract with MSH MSH was implementing our Family Health project in Rwanda, under which these three participants' programs were funded

The participants are

Mr Alexander Muhawenimana

Mr Celestin Hakiruwizera

Mr. Justin Gatebuke

If you have any questions, please contact me at 663-3602
Thanks

Attachments a/s

CC USAID/Rwanda/ADIR DDijkerman
OIT JMcKeever

MEMORANDUM

DATE June 22, 1994

TO A/DIR, Dirk Dijkerman

FROM PDO, Claudia Cantell

SUBJ Payments of Stipend to Participants After They Complete Their Programs

I met today with the Liberia Desk Officer, Minnie Wright, about the case of Liberian participants in the U S when war broke out in Liberia and what was done for them by USAID. Minnie said she was not the Liberia Desk Officer at that time and would have to contact that person, now overseas, to see what the procedure was

I told her that I was interested primarily in whether or not USAID had paid stipends to participants after completion of their programs. Minnie told me that she had been very involved in the Portuguese Speaking Participants' Training Program, and that these participants were from Angola, Sao Tome, and Mozambique. When war broke out in these countries, the participants were allowed to complete their current programs and then could either apply for some sort of asylum through the INS or return to another African country to look for work. No stipend was paid, and visas were not extended. Minnie said the Desk had decided that, if the participants could not contribute to their own countries' development programs at that time, there was certainly a great need in all other African countries for trained Africans. She said they all were able to find jobs in other countries, some remained there, and some eventually returned to their own countries. An additional consideration in the decision making was that the Desk Officer would not have the time to ensure that the contracting firms followed up with the participants who had completed their programs to ensure they were not working and collecting a stipend. No one had the time to issue and obtain clearances on the PIO/PS, no one had space to keep the files. They all agreed Africans should return to Africa as soon as they completed their programs to contribute to the development of Africa.

I note that a Rwandan returning to any African country other than Rwanda would be hired as an expatriate on an expatriate salary. USAID/Rwanda would not be seen as supporting Rwandans while they search for jobs to take from Americans. Or, they have the option of immediately applying for TPS upon completion of their programs, and are therefore, not our responsibility any longer.

DATE	ITEM	STATUS
6/16	Letter to participants explaining they are to contact their programmers for all information	Sent
6/17	List of 1992 tax liabilities for participants to Project Officers to pass on to contractors for their input	Completed
6/20	Each P O was asked to have their contractors responsible for participant training to fax or DHL me copies of all documents in the participants' files MSH has done so, but no one else as yet Due date is June 30th	On-going
	Not received from MSU or AAI for AFGRAD MSU said they will be delivered to Linda on Monday, July 11 AAI will deliver sometime next week	
	Once the files are complete, copies should be made for the Desk and the files sent to OIT for transferring of management responsibilities to PIET	
7/6	PIO/P amendments done for the 3 MSH/AAI health participants Bill is awaiting the details on the PIO/P original budget from MSH so he can analyze it and develop a new budget for the amendments The amendments can then be cleared by USAID staff, and Dirk can sign for me	On-going
7/6	Kayihura needs to submit another research proposal for his thesis PIET was asked to follow-up with him Refer to Kayihura's individual file	
7/6	Need to follow-up with Kurt on University of Idaho's board approval of Mbabliye's thesis research proposal Refer to Mbabliye's individual file	On-going
7/6	Re the MSU participants, need to follow-up with Kurt on how they are being funded since no PIO/P was done to transfer them from ASPAP to FS II A PIO/P under FS II should be done asap	On-going

done

TRAINING CONTACTS, PHONE AND FAX NUMBERS, ADDRESSES

Office of International Training

Name	Phone/Fax	Address
Judy McKeever	P (703)875-4169 F (703)875-4346	Room 215D SA-16
Linda Walker visas, TPS, non-returnees	P (703)875-4114 F (703)875-4346	Room 215 SA-16
Rita Evans PIET Proj Off	P (703)875-4101 F (703)875-4346	Room 201B SA-16
Carolyn Coleman Rita's supervisor	P (703)875-4147 F (703)875-4346	Room 201D SA-16
Alan Kreger SIM reports	P (703)875-4330	Room 206 SA-16
AFR/ONI/TPPI		
Paul Knepp HRDA/ATLAS Proj Off	P (202)663-2692	Room 301M SA-2
Hugh Maney PTIS/PTMS, computer printouts	P (703)235-9084	Room 300 Bldg 1111 Rosslyn
PIET		
Dawn Gayle HRDA	P (202)429-0810 ext 322/324 F (202)429-8764	2000 M St , NW Suite 480 Washington, D C 20036
Linda Mensah Dawn's Assistant	P (202)429-0810 ext 321 F (202)429-8764	
AAI		
Michelle Roberts AFGRAD/ATLAS	P (212)350-2977 F (212)682-6222	833 U N Plaza New York, NY 10017
Jackie Allen Michelle's Assistant	Same as Michelle's	
Heather Monroe Michelle's supervisor	P (212)949-5666	
Michigan State University		
Dan Clay	P (517)353-9850 F (517)336-1800	Dept of Ag Economics Agriculture Hall Michigan State Un East Lansing, MI 48824-1039

2/2/81

To Dirk Dijkerman@AFR SA1@AIDW
Cc Judy McKeever@OIT@AIDW, Claudia Cantell@AFR SA1@AIDW
Rita Evans@OIT@AIDW, Louanne Douris@AFR SA1@AIDW
Dwight Smith@AFR SA1@AIDW
Bcc
From Linda Walker@OIT@AIDW
Subject re RWANDA Where we are
Date Thursday, July 7, 1994 14 04 32 EDT
Attach
Certify N
Forwarded by

Dirk

I will leave the policy issues to Judy and the rest of you These comments are mostly on TPS

It is the legal right of all citizens of Rwanda, in the U S as of June 6, 1994, to apply for TPS - regardless of what status they are in from any other program Federal INS regulations on TPS override USAID Handbook 10

Therefore, it does not matter whether a person is in a USAID program for the entire period currently covered by TPS, or whether their program ends somewhere in the middle of TPS All Rwandans should apply Certainly, you should advise the active participants not to apply if they are currently in a program, but I do not know how you would enforce or police that statement Since they have the legal right to apply, you/USAID could face some questions from Congressmen or immigration attorneys about violating the participants legal rights

I have never seen TPS eliminated once travel in and out of a specific country has resumed TPS is re-evaluated about 30 days prior to the expiration date, and a decision is made whether to extend (usually one year), or to end the TPS When TPS ended for Salvador, INS gave all citizens of El Salvador one additional year to return home - so, that could happen to Rwanda as well

A couple of observations

page 1, item 1(b) carrying a full course load is required (not expected of students) by the Exchange Visitor Regulations and Handbook 10

page 2, d they could also apply for a waiver of the two-year residency requirement based on a "No Objection" statement, hardship to a U S citizen spouse or child, interest of an interested Federal agency, or fear of political persecution Fear of political persecution as a waiver is different than applying for political asylum so there could be five choices

If you incorporate the waiver possibility with d 11 there would be four (three) choices For last sentence, see next note

#3b 1v INS has requested USAID not to report participants as non-returnees during the course of TPS Reports could be forwarded to me, we will prepare the letters - but, the letters would not be forwarded to the INS until after the expiration of TPS

For C 1v and D v1 same as above

A suggested statement would be that USAID would advise INS immediately upon
the completion of TPS of the non-returnee status of the participants in
the mission

Please call if you have questions

List of Rwandan Participants
U.S. and Third Country
as of April 6, 1994

7/11/94

U.S. long term

- Rwalinda, Pierre
- Gatebuke, Justin
- Muhawenimana, Alexandre
- Bizimana, Valens
- Munyaneza, Joseph
- Twagilimana, Augustin
- Hishamunda, Nathaniel
- Byilingiro, Fidele
- Munyankusi, Emmanuel
- Mbabaliye, Theogene

- Sibomana, Jean Basco
- Hakiruwizera, Celestin
- Akayezu, Jean
- Gasana, Janvier
- Murembya, Leonidas
- Nkurunziza, Francois
- Nyirahabimana, Pelagie
- Kayihura, Francois
- Ntawukuliryayo, Felicien

LD/pan
the 100,000 man
transferred

U.S. short term

- Umukunzi, Colette

- Sindikubwabo, Regine

Third Country long term

- Iraguha, Francois

- Dusabumuremyi, Mathias

● Rutibabulira, Aster

→ transfer of files to PIET from
there.

22

UNCLASSIFIED

APPR: DD *DD*
 DRAFT. RR *RR*
 CLEAR: JW *JW*
 CLEAR JM *JM*
 CLEAR: AK *AK*
 CLEAR: ()
 CLEAR: ()

AID/RD/OIT/PETA:RRAPHAEL:RR
 04/13/94 (703) 875-4166
 AID/RD/OIT·DDIAMOND

AID/G/RD/OIT JWASHINGTON (DRAFT) AID/G/RD/OIT.JMCKEEVER (DRAFT)
 AID/G/RD/OIT:AKREGER (DRAFT) AID/AA/LAC:MSCHNIEDER (INFO)
 AID/A-DAA/G.DGILLESPIE (INFO) AID/AA/AFR:JHICKS (INFO)
 AID/AA/M LBYRNE (INFO) AID/AA/ANE:MCARPENTER (INFO)

PRIORITY AIDAF, AIDAS PRIORITY, AIDNE PRIORITY, AIDLA PRIORITY

ADM AID MISSION DIRECTORS AND TRAINING OFFICERS

E.O. 12356 N/A

TAGS

SUBJECT MISSION CLOSEOUTS PARTICIPANT TRAINING ISSUES

REF. (A) STATE 053617, (B) STATE CABLE SENT 4/11/94

1. THIS CABLE PROVIDES OIT'S INITIAL GUIDANCE FOR CLOSING MISSIONS IN THE CLOSEOUT OF PARTICIPANT TRAINING PROGRAMS AND IN THE MANAGEMENT OF PARTICIPANTS WHOSE PROGRAMS WILL NOT HAVE BEEN COMPLETED PRIOR TO THE MISSION'S CLOSEOUT DATE.

2 OIT HAS RECEIVED NUMEROUS REQUESTS FOR INFORMATION AND DIRECTION - SOME IN THE AREAS OF OIT RESPONSIBILITY, OTHERS PROPERLY IN THE JURISDICTION OF THE CENTRAL AND REGIONAL BUREAUS. OIT HAS ASSISTED SEVERAL MISSIONS IN ADDRESSING THEIR CLOSEOUT PROBLEMS AND STANDS READY TO PROVIDE OPTIONS AND EXPLAIN RAMIFICATIONS OF LINES OF ACTION. HOWEVER, OIT HAS NEITHER FUNDS FOR SUPPORT OF PARTICIPANTS IN TRAINING AFTER MISSION CLOSEOUT NOR STAFF TO SOLVE FUNDING AND INDIVIDUAL PROGRAM PROBLEMS. DECISIONS ON THE FUNDING AND MANAGEMENT OF TRAINING PROGRAMS ARE TO BE MADE BY THE CENTRAL AND REGIONAL

UNCLASSIFIED

UNCLASSIFIED

2

BUREAUS ON THE BASIS OF CURRENT INFORMATION ON INDIVIDUAL PARTICIPANTS AND ON AGENCY AND BUREAU GUIDANCE.

- I. BACKGROUND -

3. REF A STATED THAT PARTICIPANTS ALREADY IN TRAINING ARE TO BE PERMITTED TO COMPLETE THE DEGREE OBJECTIVE ON THE PIO/P AND THAT NO ADDITIONAL DEGREE OBJECTIVE WILL BE PERMITTED. REF B REVISED MANAGEMENT BUREAU'S REF A INSTRUCTIONS TO PERMIT PARTICIPANTS TO GO FOR U S OR THIRD COUNTRY TRAINING IF THEY RETURN HOME BY THE MISSION CLOSEOUT DATE

4. ADDITIONAL GUIDANCE.

.(A). IN CASES OF INDIVIDUALS ALREADY IN TRAINING AND SLATED FOR DUAL DEGREES -- FOR EXAMPLE, ASSOCIATE AND BACHELOR'S, OR MASTERS AND PH D -- IT IS THE MISSION'S DECISION WHETHER TO SUPPORT BOTH DEGREES OR CEASE AFTER THE FIRST, PROVIDED ALL OTHER CONDITIONS SPELLED OUT IN THIS CABLE ARE MET

.(B). MISSIONS SHOULD USE THEIR JUDGMENT REGARDING SENDING SHORT-TERM PARTICIPANTS DURING THE MISSIONS' FINAL MONTHS, KEEPING IN MIND THE HANDBOOK 10 REQUIREMENT (CHAP. 2C4C) THAT ALL PARTICIPANTS RETURN NO LESS THAN SIX MONTHS PRIOR TO THE PACD.

- II. PARTICIPANT DATA -

5. NOT ALL MISSION AND BUREAU CONTRACTORS HAVE SUBMITTED TRAINING DOCUMENTATION TO OIT AS PRESCRIBED IN HANDBOOK 10. THEREFORE OIT'S AIDWIDE PARTICIPANT DATABASE SOMETIMES DOES NOT CONTAIN ACCURATE PROGRAM TERMINATION DATES, PROJECTED COMPLETION DATES, OR INFORMATION ON WHETHER PARTICIPANTS HAVE RETURNED HOME. IN SOME CASES, INDIVIDUALS MAY BE TOTALLY MISSING FROM OIT'S DATABASE BECAUSE NO DOCUMENTATION HAS BEEN RECEIVED. THUS OIT IS NOT ALWAYS ABLE TO PROVIDE MISSIONS AND AID/W OFFICES WITH ACCURATE DATA. THEREFORE, THE FIRST TASK IS TO UPDATE PARTICIPANT RECORDS, TO RECONCILE CONFLICTING INFORMATION, AND TO DETERMINE THE NUMBER OF PARTICIPANTS WHO NEED TO BE DEALT WITH IN THE POST-CLOSEOUT PERIOD.

6. PRINTOUTS OF EACH MISSION'S ACTIVE LONG- AND SHORT-TERM U.S. PARTICIPANT LIST FROM OIT'S DATABASE HAVE BEEN SENT TO DESK OFFICERS, WITH COPIES TO THE MISSIONS, TO BE RECONCILED WITH CONTRACTOR AND MISSION DATA. MISSIONS, IF

UNCLASSIFIED

227

THEY HAVE NOT ALREADY DONE SO, SHOULD SUBMIT A SUMMARY REPORT OF ALL PARTICIPANTS IN U.S. TRAINING TO DESK OFFICERS AND COORDINATE WITH DESK OFFICERS TO FINALIZE DATA. DESK OFFICERS THEN SHOULD SUBMIT UPDATED AND RECONCILED DATA TO OIT FOR UPDATING OF THE AIDWIDE DATABASE.

7. RELEVANT DATA ELEMENTS ARE: NAME, PIO/P NUMBER, PROJECT NAME AND NUMBER, PACD, CONTRACTOR, LOCATION OF TRAINING FUNDS (WHETHER IN MISSION PROJECT ACCOUNT OR MISSION CONTRACT AND WHETHER FORWARD-FUNDED), ON-BOARD DATE, ESTIMATED COMPLETION DATE, DEGREE OBJECTIVE, FIELD OF STUDY, TRAINING FACILITY NAME AND LOCATION, VISA EXPIRATION DATE, NAMES OF DEPENDENTS PARTICIPANT WAS AUTHORIZED TO BRING TO THE U.S. (IF ANY), WHETHER HOST COUNTRY PAYS FOR PARTICIPANT'S RETURN TRAVEL, WHETHER HOST COUNTRY HAS A COMMITMENT FOR DEPENDENTS' RETURN TRAVEL, AND CURRENT ADDRESS AND TELEPHONE.

8. J-1 VISA REGULATIONS (PARA 514.22(I), RECORDS, IN FEDERAL REGISTER VOL. 58, NO 52, 3/19/93) REQUIRE THAT OFFICIAL PARTICIPANT FILES IN MISSIONS BE KEPT FOR AT LEAST THREE YEARS. MISSIONS NEED TO BEAR IN MIND THAT PARTICIPANT RECORDS ARE OFTEN NEEDED EVEN LATER FOR, AMONG OTHER THINGS, RESPONDING TO INS WAIVER REQUESTS, IRS TAX MATTERS, CONGRESSIONAL INQUIRIES, ETC. THEREFORE MISSIONS SHOULD CONSULT WITH REGIONAL FIELD BACKSTOP OFFICES TO ARRANGE FOR TRANSFER OF OFFICIAL FILES. IN THE ABSENCE OF BACKSTOP OFFICES, FILES SHOULD BE SENT TO DESK OFFICERS

REGARDING PARTICIPANT COMPUTER DATABASE RECORDS, MISSIONS SHOULD UPDATE AND PROVIDE FINAL DISK COPIES TO BACKSTOP (OR, IF NONE, DESK OFFICERS) AND OIT. IN SOME REGIONS, OTHER REGIONAL BUREAU TRAINING PROJECTS WILL ALSO BE COLLECTING FINAL DISK RECORDS. MISSIONS USING SOFTWARE OTHER THAN THE PARTICIPANT TRAINING MANAGEMENT SYSTEM (PTMS) SHOULD INCLUDE THE FOLLOWING DESCRIPTIVE INFORMATION OF THE SOFTWARE: NAME OF SYSTEM, FILE DESCRIPTION OF DATABASE, AND A LIST OF DATA ELEMENTS.

- III. TRANSFER OF MANAGEMENT RESPONSIBILITY FOR PARTICIPANTS -

9. BUREAUS SHOULD ADVISE OIT AND CONTRACTORS OF NAMES OF STAFF WITH MANAGEMENT RESPONSIBILITIES FOR TRAINING-RELATED MATTERS IN EITHER AID/W BUREAUS OR IN OTHER MISSION OR REGIONAL FIELD BACKSTOP OFFICES.

10. AFTER AN ACCURATE PARTICIPANT LIST FOR EACH COUNTRY

UNCLASSIFIED

4

IS COMPLETED BY THE DESK OFFICERS AND MISSIONS, RESPONSIBILITY FOR PARTICIPANTS WHOSE PROGRAMS WILL EXTEND BEYOND THE CLOSEOUT DATE NEEDS TO BE TRANSFERRED TO ONE OF THE FOLLOWING:

- . (A). A REGIONAL OR CENTRAL BUREAU PROJECT
 - . (B). OIT, FOR MANAGEMENT UNDER OIT'S PROGRAMMING CONTRACTOR, PARTNERS FOR INTERNATIONAL EDUCATION AND TRAINING (PIET) OR
 - . (C). A USAID REGIONAL OFFICE OR ANOTHER MISSION.
11. MISSIONS MUST BEAR IN MIND THE REQUIREMENT THAT EVERY PARTICIPANT IN U.S. TRAINING BE UNDER THE RESPONSIBILITY OF A CONTRACTING ENTITY IN THE U.S FOR PROGRAM MONITORING AS WELL AS FOR PAYMENT OF EXPENSES
12. MISSIONS NEED TO WORK OUT WITH BUREAUS APPROPRIATE MECHANISMS FOR FUNDS TRANSFER IN THIS AS WELL AS OTHER FACETS OF PROGRAM MANAGEMENT, THE BUREAUS WILL DECIDE BASED ON MISSION, BUREAU, AND PROJECT CIRCUMSTANCES, AND ON THE LOCATION OF TRAINING FUNDS (SEE ABOVE, PARA 7.)
13. MISSIONS MAY ALSO NEED TO EXTEND PACDS TO PERMIT CONTINUED ACTIVITY IN THE PROJECT. HOWEVER, THIS MAY NOT BE NECESSARY IN CASES WHERE THE ONLY ACTIVITY REMAINING IS PAYMENT OF FINAL BILLS BECAUSE THERE IS A NINE-MONTH GRACE PERIOD FOLLOWING THE PACD TO COMPLETE PREVIOUSLY OBLIGATED PAYMENTS (I.E , "RESIDUAL DISBURSEMENT ACTIONS"; SEE HANDBOOK 3, CH 14D1.)
14. BECAUSE THERE IS A CEILING IN OIT'S PIET CONTRACT, ACCURATE NUMBERS TO BE TRANSFERRED FROM EACH MISSION ARE REQUIRED OIT NEEDS ASAP INFORMATION FROM MISSIONS REGARDING THE NUMBER AND PROGRAM STATUS OF PARTICIPANTS MISSIONS ANTICIPATE TRANSFERRING TO PIET. PARTICIPANTS TO BE TRANSFERRED TO PIET MUST BE PUT ON FULLY FUNDED PIO/PS WITH FINAL PROGRAM COMPLETION DATE.
15. IRRESPECTIVE OF CONTINUING FINANCIAL AND MANAGEMENT ARRANGEMENTS, HANDBOOK 10 REQUIRES PARTICIPANTS TO BE KEPT ON THE AID J-1 VISA FOR THE DURATION OF THEIR TRAINING.

- IV. FINANCIAL CONTINGENCIES -

16. WHATEVER FINANCIAL AND PROGRAM MANAGEMENT MECHANISM IS ADOPTED, SUFFICIENT FUNDING MUST BE INCLUDED TO COVER

UNCLASSIFIED

UNCLASSIFIED

5

ALL PROJECTED COSTS PLUS CONTINGENCIES. IN THE LATTER CATEGORY, THE FOLLOWING NEED TO BE PROVIDED FOR:

.(A). EXTRA HEALTH AND ACCIDENT (HAC) EXPENSES:
SUFFICIENT FUNDS MUST BE AVAILABLE TO COVER POSSIBLE MEDICAL TREATMENT FOR THE FOLLOWING.

..(1). A PRE-EXISTING CONDITION FOR WHICH THE MISSION ISSUED A WAIVER,

..(2). A PRE-EXISTING CONDITION NOTED ON THE MEDICAL EXAMINATION FORM BUT NOT ADDRESSED BY A MISSION WAIVER ACTION;

..(3) A CONDITION NOT IDENTIFIED ON THE EXAMINATION FORM BUT CLEARLY PRE-EXISTING, AS DETERMINED BY THE HAC MEDICAL REVIEW BOARD

THE AMOUNT OF THIS MEDICAL CONTINGENCY MUST BE DETERMINED BY THE MISSION AND THE BUREAU, BASED ON THE SEVERITY OF THE PRE-EXISTING CONDITION, WHEN KNOWN.

.(B) INCOME TAXES SUFFICIENT FUNDS FOR TAXES MUST BE INCLUDED SINCE TAXES ARE PAID IN THE CALENDAR YEAR FOLLOWING RECEIPT OF TAXABLE INCOME, AND TAXES FOR THE FINAL YEAR OF TRAINING ARE DUE THE YEAR AFTER TRAINING IS COMPLETED, MISSIONS MUST ASSURE THAT FUNDS FOR FINAL YEAR TAXES ARE INCLUDED (FOR PARTICIPANTS WHO COMPLETE TRAINING BEFORE CLOSEOUT, MANAGEMENT TRANSFER MAY BE EXCLUSIVELY FOR PAYMENT OF FINAL TRAINING YEAR'S TAXES.) FOR GUIDANCE ON COMPUTATION, SEE HANDBOOK 10, CHAP. 38D.

.(C) INFLATION AN INFLATION FACTOR OF 5 PERCENT PER YEAR SHOULD BE USED.

17. IN ADDITION, CENTRAL AND REGIONAL BUREAUS SHOULD ESTABLISH AND MAINTAIN ACCOUNTS TO COVER UNFORESEEN TRAINING-RELATED CONTINGENCIES THAT ARE LIKELY TO BE ENCOUNTERED BY SOME PARTICIPANTS DURING THE FINAL PART OF THEIR U.S. TRAINING AND DEPARTURE. THESE CONTINGENCIES MAY APPEAR LONG AFTER THE INDIVIDUALS' PROJECTED PROGRAM TERMINATION DATES, ESPECIALLY IN THE CASES OF PARTICIPANTS WHO DO NOT RETURN HOME ON TIME. AS STATED BEFORE, OIT HAS NO FUNDS OR MECHANISM TO ESTABLISH SUCH ACCOUNTS. THE ACCOUNTS NEED TO PROVIDE FOR, AMONG OTHER EXPENSES:

.(A). UNANTICIPATED AND UNAVOIDABLE PROGRAM EXTENSIONS

.(B) MEDICAL EXPENSES FOR

UNCLASSIFIED

UNCLASSIFIED

6

..(1). PRE-EXISTING CONDITIONS NOT SUFFICIENTLY BUDGETED FOR UNDER PARA 16A ABOVE, AND

..(2). PARTICIPANTS NO LONGER IN TRAINING WHO HAVE REMAINED BEYOND THEIR COMPLETION DATES AND ARE NO LONGER COVERED BY HAC.

..(3). COSTS RELATED TO MEDICAL EVACUATIONS

.(C). RETURN TRAVEL FOR PARTICIPANTS WHOSE HOST GOVERNMENTS DO NOT MEET COMMITMENT TO PROVIDE RETURN TRAVEL.

.(D). RETURN TRAVEL FOR STRANDED DEPENDENTS, DUE TO EITHER PARTICIPANT OR HOST COUNTRY INABILITY TO PROVIDE RETURN TRAVEL.

.(E). DELAYED BILLING MADE MORE THAN NINE MONTHS AFTER THE PACD.

18 EXPERIENCE WITH PARTICIPANTS FROM MISSIONS WHICH HAVE CLOSED IN RECENT YEARS CLEARLY INDICATES THE NECESSITY FOR SUCH A CONTINGENCY ACCOUNT

19. MISSIONS SHOULD ASSURE, THROUGH MONITORING OF CONTRACTORS, THAT THERE ARE NO OUTSTANDING OR UNRESOLVED ISSUES RELATED TO PARTICIPANTS' PROGRAMS.

20 MISSIONS SHOULD IDENTIFY AND ADVISE OIT, REGIONAL BUREAUS, AND DESK OFFICERS OF AN IN-COUNTRY LIAISON WHO WILL ACT IN A BACKSTOPPING CAPACITY FOR THE U.S. PROGRAM MANAGER IN CRISIS SITUATIONS, I.E., DEATH, MEDICAL EVACUATION, ETC PLEASE PROVIDE COMPLETE CONTACT INFORMATION MISSIONS SHOULD ALSO MAKE PROVISIONS FOR CONFIRMATION TO OIT OF PARTICIPANTS' RETURN HOME.

- V. FOLLOW-ON -

21. MISSIONS SHOULD ATTEMPT TO LAY THE GROUNDWORK FOR SOME FOLLOW-ON EFFORT TO MAXIMIZE THE IMPACT AND CONTINUITY OF THEIR TRAINING PROGRAMS. IF THERE IS ALREADY A RETURNED PARTICIPANT ALUMNI ASSOCIATION, THE MISSION MAY BE ABLE TO ASSIST IT IN PREPARING TO OPERATE IN THE ABSENCE OF THE MISSION. MISSIONS SHOULD PROVIDE ALUMNI ASSOCIATIONS WITH LISTS OF FORMER PARTICIPANTS.

22. IN ORDER TO MAXIMIZE U.S. BENEFIT FROM ONGOING CONTACT WITH INDIVIDUALS WHO HAVE BEEN TRAINED UNDER AID

UNCLASSIFIED

231

UNCLASSIFIED

7

AUSPICES, PARTICIPANTS SHOULD BE ENCOURAGED TO KEEP UP RELATIONSHIPS WITH INDIVIDUALS AND ORGANIZATIONS IN THE U.S. AND WITH DEVELOPMENT ORGANIZATIONS IN-COUNTRY. THE LEVEL AND MODE OF CONTACT AND FOLLOW-ON SUPPORT WILL VARY BY COUNTRY, BUT SOME ARRANGEMENT SHOULD BE MADE TO AT LEAST:

.(A). DISTRIBUTE TECHNICAL MATERIALS, PROFESSIONAL PUBLICATIONS, NEWSLETTERS WRITTEN BY AND FOR FORMER PARTICIPANTS, ETC., AND

.(B). PROVIDE FOR THE INCLUSION OF RETURNED PARTICIPANTS IN LOCAL CULTURAL AND OTHER ACTIVITIES SPONSORED BY THE U.S.

23. MISSIONS MAY WISH TO CONSIDER PREPARING LISTS OF RETURNED PARTICIPANTS FROM THE LAST SEVERAL YEARS AND SHARING THEM WITH INTERESTED U S , HOST COUNTRY, PVO, AND INTERNATIONAL DONOR ORGANIZATIONS FOR INCLUSION IN THEIR ACTIVITIES

24. MISSIONS MIGHT ALSO CONSIDER SUBMITTING TO USIA IN-COUNTRY OFFICES, USAID REGIONAL BUREAU OFFICES, AND USAID CENTRAL BUREAU PROJECT OFFICES NAMES OF

.(A) PARTICIPANTS PARTICULARLY SUITABLE FOR FUTURE REGIONALLY AND CENTRALLY FUNDED TRAINING ACTIVITIES;

.(B) KEY GOVERNMENT AND PRIVATE SECTOR COUNTERPARTS AND RESOURCE PERSONS WHO MAY BE CONTACTED, IF APPROPRIATE, FOR RESIDUAL TRAINING RELATED ACTIVITIES, FOLLOW-ON ACTIVITIES, AND SUBSEQUENT REGIONAL INITIATIVES

25. OIT STANDS READY TO ASSIST MISSIONS BY PROVIDING ADDITIONAL GUIDANCE FOR THE ORDERLY CLOSEOUT OF THEIR TRAINING PROGRAMS AND RECOMMENDATIONS FOR THE PREPARATION OF THOSE ALREADY TRAINED TO CONTINUE MOST EFFECTIVELY THEIR DEVELOPMENT EFFORTS AFTER THE END OF USAID PRESENCE.

YY

UNCLASSIFIED

232



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

*provide
only*

Francis

July 6, 1994

Dear Mr Francois Xavier Nkurunziza

As a participant currently in the United States on a USAID-funded educational program, you may have several questions about your status, future status, completion of your program, visa status, Temporary Protective Status (TPS), etc , requiring an answer from any one of several persons

In an effort to assist you in obtaining the correct information, we suggest you contact your programmer as soon as possible and well in advance of the completion date for your program, as s/he will have all the current information concerning such matters

If your programmer has any questions, s/he will contact either USAID/Rwanda or OIT

Sincerely,

Claudia Cantell
Project Development Officer
USAID/Rwanda

Status as of: July 8, 1994

**AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS (ATLAS)
698-0475**

AUTHORIZED LOP FUNDING	(USAID/Rwanda)	\$100,000
LIFE OF PROJECT FUNDING	(USAID/Rwanda)	\$100,000
OBLIGATIONS TO DATE		\$100,000
ESTIMATED AMOUNT TO DE-OBLIGATE		-0-
PACD	(USAID/Rwanda)	August 31, 1995
IMPLEMENTOR		AAI

Discussion: The purpose of the project is to strengthen leadership and technical abilities and to enhance professional performance of individuals, universities, research centers and other key development institutions. The project, through buy-ins from Mission throughout sub-Saharan Africa, will provide post-graduate study for an estimated 1,850 men and women in a full range of academic fields, 30 symposia and seminars, and assistance for African professional organizations. The regional project is managed by the African American Institute (AAI), and the AFR officer is Paul Knepp, AFR/ONI/TPPI.

In 1992, USAID agreed to fund a back-to-back degree for Mr Leonidas Murembya, a participant in the US at Michigan State University, then enrolled in a Masters program. USAID agreed to fund Mr Murembya's Ph D using the buy-in mechanism to ATLAS and having AAI manage the program. Apparently, AID/W used other than USAID/Rwanda funds in the amount of \$100,000 to fund Mr Murembya's Ph D program, and to this date, USAID has never received a response from AID/W as to where that money came from.

Mr Murembya is due to complete his Ph D program on August 31, 1995.

Recommendation: Continue to fund Mr Murembya's program up to the current completion date, leaving management of his program with AAI.

Actions:

- 1 Specific actions related to participants are outlined in the June 27th, Participant training memo (see files)
- 2 Continue to reconstruct his file. AAI will DHL copies of all requested documents to Linda Lloyd early next week. If not

received, follow-up with Michelle Roberts, New York office,
(212)350-2977

3 Progress reports should be submitted quarterly by AAI. If not received by mid-September, call Michelle Roberts to remind her to send them.

4 A quarterly review of the participant's file should be done to ensure (a) he is maintaining a full course load, (b) that no extensions will be required, and (3) to ensure he is making passing grades.

5 Draft and send a letter to the Rwanda Ambassador to the U S stating that the project is being terminated with the exception of the on-going participants' programs. The letter should explain that only the current program may be completed and that no new programs may be started.

Status as of: July 8, 1994

HUMAN RESOURCES DEVELOPMENT ASSISTANCE (HRDA)
698-0463

DATE OF INITIAL OBLIGATION August 30, 1988

AUTHORIZED LOP FUNDING (USAID/Rwanda) \$3,000,000

LIFE OF PROJECT FUNDING (USAID/Rwanda) \$3,000,000

OBLIGATIONS TO DATE \$3,000,000

ESTIMATED AMOUNT TO DE-OBLIGATE

PACD

IMPLEMENTOR PIET

Discussion The purpose of the Africa-based regional Human Resources Development Assistance (HRDA) Project is to stimulate, facilitate, and support national and regional training programs that will provide qualified technical, scientific and managerial personnel and policy planners to strengthen African development institutions, enhance the growth of the private sector and increase the participation of women in development. The project finances long-term and short-term training in the U S , third countries, and Rwanda. The project is managed under contract with Partner's for International Education and Training (PIET), the OIT officer is Rita Evans, and the AFR officer is Paul Knepp, AFR/ONI/TPPI.

Five long-term Rwandan participants are currently in the U S under HRDA. These participants are eligible for practical training at the completion of their degree programs, and for Temporary Protective Status (TPS) through INS. There are also two short-term Rwandan participants in the U S , both of whom have applied for TPS and are seeking work. Two are in Senegal at CESAG and are due to complete their programs July 31, 1994.

Recommendation Terminate the project with the exception of the ongoing long-term training and to be proposed practical training programs. Review the budget and set aside enough funds for the practical training programs. PIO/Ps are fully funded, however, the cost of HAC was increased as of July 1, 1994, soon to be followed by increases in the contractor management fee and maintenance fees.

Currently, according to MACS-PO7A, there is an unearmarked balance of \$654,144, a commitment of \$2,107,377, a disbursement of \$1,589,364 and an unliquidated balance of \$1,410,636. PDO/TRG was in the process of a financial review in April when we were evacuated. Documents should be in Eugenie Mujawamariya's office, if and when someone can get back into the Offices.

Actions

- 1 Specific actions related to participants are outlined in the June 27th, Participant Training memo (see files)
- 2 Copies of documents for participants' files are on-hand PIET is responsible for these participants, and any missing documents can be requested from Dawn Gayle (202)429-8764 or from OIT officer Rita Evans
- 3 Progress reports should be submitted quarterly by PIET If not received by mid-September, call Dawn Gayle to remind her to send them
- 4 A quarterly review of the participants' files should be done to ensure (a) they are maintaining a full course load, (b) that no extensions will be required, and (3) to ensure they are making passing grades
- 5 Once someone can get back into the USAID/R offices, a thorough financial review should be done of all the PIO/Ps

Status as of. July 8, 1994

AFRICAN GRADUATE FELLOWSHIP PROGRAM II
698-0455

DATE OF INITIAL OBLIGATION n/a
AUTHORIZED LOP FUNDING n/a
LIFE OF PROJECT FUNDING n/a
OBLIGATIONS TO DATE n/a
ESTIMATED AMOUNT TO DE-
OBLIGATE n/a
PACD
IMPLEMENTOR AAI

Discussion. The purpose of the project is to develop qualified men and women to staff key African institutions in the public and private sectors. This project supports long-term training in the U S for professional personnel in priority fields from 41 African countries. The project funds long-term, post-graduate training in fields key to the development of Rwanda.

There are four Rwandan participants currently studying in the U S. The regional project is managed by the African American Institute (AAI), and the AFR officer is Carolyn Coleman, OIT.

Recommendation Terminate the project with the exception of ongoing long-term training. There are no anticipated deobligations.

Actions

1 Specific actions related to participants are outlined in the June 27th, Participant Training memo (see files)

2 Continue to reconstruct the participants' files. AAI will DHL copies of all requested documents to Linda Lloyd early next week. If not received, follow-up with Michelle Roberts, New York office, (212)350-2977.

3 Progress reports should be submitted quarterly by AAI. If not received by mid-September, call Michelle Roberts to remind her to send them.

4 A quarterly review of the participants' files should be done to ensure (a) they are maintaining a full course load, (b) that no extensions will be required, and (3) to ensure they are making passing grades.

5 Draft and send a letter to the Rwanda Ambassador to the U S stating that the project is being terminated with the exception of the on-going participants' programs The letter should explain that only the current program may be completed and that no new programs may be started

Status as of June 5, 1994

Project Name Democratic Initiatives and Governance
Project Number 696-0133
Authorized LOP Funding \$9,000,000 million
PACD 7/31/95

Implementor World Learning, Inc
Instrument Cooperative Agreement, 10/1/93-3/31/95
623-01330-A-00-3198-00
Award \$6,664,567 (10/29/83)
Amount Committed \$3,000,000 (10/29/93)

Recommendation That,

- the Cooperative Agreement terminates on July 8, 1994,
- the Project continues so as to use the Project's Support Fund component in support of advancing the Project's purpose. This component will continue to be managed directly by USAID/R. This Project Line item will be increased by 15 percent using funds made available from terminating the WLI Cooperative Agreement. The excess monies will be deob-reob-ed

Financial Actions

Total Obligated to the Project todate \$4,700,000
Estimated Amount to Deobligate from the Project tbd, est \$2,000,000
Timing of Deobligation from Project not before August 1994

Legal Actions That,

- the GOR be notified that the Cooperative Agreement with WLI will be terminated on July 8, 1994, but that the Project will remain in force

Post-July 1994 USAID/R Management Burden Actions include,

- contract short-term TA to take advantage of targets of opportunity to advance Project purpose,
- administratively approve remaining and final voucher, and
- when the Embassy in Kigali reopens
 - ensure Embassy packs out remaining HHE/POV of TA,
 - provide severance payments to remaining WLI/Kigali staff,
 - secure and reallocate remaining Project commodities, and
 - terminate leases, once commodities are removed

Note There are no participant trainees

Disposition of Commodities That, after the project inventories of non-expendable and expendable goods and project leases are turned over to USAID/R,

- the new commodities not yet delivered to the Project in Rwanda will be distributed to other WLI projects who need them and are willing to reimburse the WLI/DIG project for those commodities, if it does not appear feasible or cost-

effective to return them to vendors,

- the two used vehicles be turned over to USAID/Burundi, when possible,
- the other used commodities brought out by the TA (i.e., portable computer), be granted in aid to WLI

Outstanding Issues

- how has USAID managed post contract/cooperative agreement expenses (e.g., leave all responsibilities and funds with contractor, assume responsibility and keep project alive, assume responsibility and move funds to a different mechanism (what), or other? ACTION EXO
- in other cases, has USAID helped to deliver final payments to contractor employees? ACTION EXO
- Can USAID compensate TA for the losses of their HHE? ACTION PRM

Actions

- draft memo to turnover vehicles to USAID/Burundi ACTION PRM
- draft memo to grant in aid commodities to WLI ACTION PRM
- meet to receive formally inventories and end-of-project reports from WLI and TA members ACTION PRM
- follow-up on transfer of new commodities ACTION PRM
- draft letter to GOR advising action on Cooperative Agreement ACTION PRM
- work on budget and projected expenses ACTION CONT
- modify Project Authorization per PID guidance cable to explicitly allow DIG to fund 116(e)-type activities ACTION PRM

Project Status as of early April, 1994

The DIG Project purpose was to develop a new social contract by working with the National Assembly, NGO groups, media groups, and the Ministry of Interior (local government)

As the Project was still in the early stages of implementation, it had not made measurable progress toward achieving its purpose. The TA had arrived in Rwanda in early FY 1994 and as such, the Project was still getting underway by early April. Project TA had finished (and USAID had approved) the WLI Mission Operations Manual to guide WLI administration, including financial matters, in Rwanda. They had hired local staff, leased an office and ordered commodities. They had also just finished the life-of-project workplan and detailed first annual workplan with representatives from the media, national assembly, local government, and NGOs working the D/G area. The draft plans were to be submitted formally to USAID and the Government of Rwanda (GOR) in April.

Before April, USAID had used the Project Support Fund to send seven Rwandan government and private media representatives to Burundi to cover the legislative and presidential elections, send two senior GOR officials to be official Burundian election observers, and send three senior GOR and Rwandan Patriotic Front (RPF) staff to a local government decentralization conference.

c:\rwa_cls1 dwd May 17 1994 June 3 1994, June 5, 1994

<u>Element No</u>	<u>Category</u>	<u>Obligations</u>	<u>Earmarked</u>	<u>Unearmrk</u>	<u>Committed</u>	<u>Uncommitted</u>	<u>Disbursed</u>	<u>Accrued</u>	<u>Unexpended</u>	<u>Total Unliquidated</u>	<u>Percent Unliquidated</u>
1	Technical Assistance	1 830 500	1 538 803	291 697	1 355 174	183 629	95 831	156 852	1 577 817	1 734 669	95%
2	Center for Civic Action	770 500	670 500	100 000	670 500	0	0	10 000	760 500	770 500	100%
3	Rwanda Press Center	469 000	369 000	100 000	369 000	0	112 070	112 000	244 930	356 930	76%
4	National Assembly	600 000	400 000	200 000	400 000	0	0	20 000	580 000	600 000	100%
5	Ministry of Interior	350 000	350 000	0	350 000	0	0	20 000	330 000	350 000	100%
6	Support Fund	620 000	10 818	609,182	10 818	0	6 974	1 433	611 593	613 026	99%
7	Evaluations and Audits	60 000	0	60 000	0	0	0	0	60 000	60 000	100%
Project Totals		4 700 000	3 339 121	1 360 879	3 155 492	183 629	214 875	320 285	4 164 840	4 485 125	95%

<u>Element No</u>	<u>Category</u>	<u>Total CA Requirements</u>	<u>Total Non CA Requirements</u>	<u>Grand Total Est Requirements</u>	<u>Obligations</u>	<u>Excess Above Obligations</u>
1	Technical Assistance	735 734	0	735 734	1 830 500	1 094 766
2	Center for Civic Action	0	0	0	770 500	770,500
3	Rwanda Press Center	0	0	0	469 000	469 000
4	National Assembly	78 890	0	78 890	600 000	521 110
5	Ministry of Interior	78 889	0	78 889	350 000	271 111
6	Support Fund	0	620 000	620 000	620 000	0
7	Evaluations and Audits	0	60 000	60 000	60 000	0
Project Totals		893 513	680 000	1 573 513	4 700 000	3 126 487

Recommendation Once funds are returned by WLI USAID/Rwanda can deobligate a total of \$3 126 487

Actions in priority order

- A Deobligate Unearmarked as noted below for a total of 691 697
- B Deobligate Earmarked but Uncommitted for a total of 183 629
- C Deobligate Earmarked and Committed in excess of requirements as follows for a total of 2 251 161

<u>Element No</u>	<u>Category</u>	<u>Committed</u>	<u>Grand Total Est. Requirements</u>	<u>De-committ/ De-earmark</u>	<u>Decommit Earmarked but Un-committed</u>	<u>Only Un-earmarked</u>
1	Technical Assistance	1 355 174	735 734	619 440	183 629	291 697
2	Center for Civic Action	670,500	0	670 500	0	100 000
3	Rwanda Press Center	369 000	0	369 000	0	100 000
4	National Assembly	400 000	78 890	321 110	0	200 000
5	Ministry of Interior	350 000	78 889	271 111	0	0
6	Support Fund	10 818	10 818	0	0	0
7	Evaluations and Audits	0	0	0	0	0
Project Totals		3 155 492	904 331	2 251 161	183 629	691 697

Amount Obligated to WLI Cooperative Agreement No 623-0133-A-00-3198-00 (October 239 1993) = \$3,000,000 00

Category	Approved LOP Budget	Projected Expenditures thru September 30, 1994	October 1 thru December 31 1994 Projected Realignment Expenditures	Total Amount Related to CA and CA Closeout	Correspondence to MACS Element
Cooperative Agreement	6 664 567	834 197	59 316	893 513	
Salaries	923 621	178 199	0	178 199	1 TA
Fringe	204 802	28 169	0	28 169	1 TA
Travel/Transport	193 153	58 472	0	58 472	1 TA
Allowances	441 313	129 553	59 315	188 868	1 TA
-- HHE related expenses (claims storage pack-out)				35 000	
-- guard services at \$423/mnth times 2 houses				2 538	
-- utilities at \$100/mnth times 2 houses				600	
-- rent for COP house at \$775/mnth				2 325	
-- rent for DCOP house at \$635/mnth				1 905	
--contingency (40% of above total)				16 947	
Vehicles/Equipment/Furnishing	147 330	95 345	0	95 345	1 TA
Training/TA/Workshops	126 814	13 592	0	13 592	1 TA
Other Direct Costs	442 129	68 753	0	68 753	1 TA
Indirect Costs	799 135	104 336	0	104 336	1 TA
Sub-contractors-ADF	101 427	0	0	0	2 CCA
Sub-contractors-ARD	1 097 061	157 777	0	157 777	4 NA and 5 MININTER
Sub-agreements	1 656 578	0	0	0	2 CCA and 3 RPC
MOUs	531 204	0	0	0	4 NA and 5 MININTER

242

To Do: 116(e)

Date 5/23/94

To Al, Louanne, and Claudia,
Fm Herky-Jerky Dirky

authorization
for DIG

Subject Human Rights and DIG

A question was raised in STATE as to whether we could use DIG project monies to help funds human rights monitors in Rwanda to document the massacres and other violations for the projected follow-up trials

Before making a final judgment as to whether it is a good thing to do or not, I wanted to explore the bureaucratic feasibility on the argument that if it ain't feasible, don't ask the larger moral questions

To assess whether we could do it, talked to Mary Alice Her guidance is as follows

1 USAID can fund such activities, if the project authorization was for both DFA and 116(e) Since 116(e) is funded from DFA, the key is to have to authorization to fund 116(e)-type activities not clearly covered by DFA, but clearly covered by 116(e)

2 She recalls that the guidance to authorize the DIG project as DFA AND 116(e) was provided in the PID guidance cable I did not recall drafting the DIG project authorization to allow both DFA and 116(e) type activities She noted that it is a simple matter of USAID/R modifying the authorization, if she is correct that that guidance was given in the PID guidance cable

3 If the guidance to authorize under both DFA and 116(e) is not in the PID cable, we can request it from STATE/HA then do the needful with RLA Vance/Page

4 Once we get the authorization out, then we could draft a PIO/T and draft grant agreement with UNHRC, the UN body charged with looking into and documenting and persecuting human rights violators

5 The next point is also unclear Does the GOR need to sign the PIO/T? My instinct is yes, and the only ones who can sign are those authorized to do so, i.e., Minister of Plan Augustin Ngawatawera Linda Lloyd thinks not as the GOR is in such a state of disarray Since this is a simple legal question, we can also query RLA Vance/Page

6 Finally, Mary Alice thought it would be good to just reconfirm that I, as A/DIR, still did have the authority to sign such a grant with UNHRC

Is there any thing else? Review this and then let's pick a time to get together, allocate responsibilities, and go

meeting 7/94 15/94

Status as of June 7, 1994

Project Name AIDSCAP
Project Number 936-5972 31
Project Purpose To prevent the sexual transmission of HIV/AIDS by altering behavior toward less risky sexual practices
Prime Implementor Family Health International
Instrument Cooperative Agreement, August 1996
Award \$8,477,000 (\$6 0 million OYB transfer, \$2 477 central)
Committed Amount \$4 2 million OYB transfer, FY 93
Sub-implementors Population Services International
 CARE International
Instrument Sub-agreements through Central Cooperative Agreement

Recommendation That the AIDSCAP/Rwanda Country Plan be reconfigured to respond to the AIDSCAP Project mandate (condom distribution, sexually transmitted diseases treatment and prevention and information, education and communication campaigns) in the Rwandan refugee and displaced populations. Funding will be from the OYB transfer effected with FY 93 funds. This will entail ~~terminating~~ *restructuring* all current subagreements with collaborating agencies and ~~re-designing~~ them to make them relevant to the emergency situation. Long and short-term staffing configurations would have to be adjusted accordingly.

Financial Actions

Total Obligations to Date \$4 2 million
 Estimated Amount to Deobligate from the Project \$0

Legal Actions That the GOR, Family Health International and G/H/AIDS be notified immediately of intentions so that all current subagreements may be terminated and new ones negotiated

Disposition of Commodities The commodity procurement plan should be adjusted to reflect the new project emphasis as soon as possible. All commodities that had already arrived in country should be recovered as soon as possible

Post-July 1994 Management Burden Monitoring of project progress and problems from AIDSCAP quarterly and annual reports

Outstanding Issues

- Is there any legal reason why AIDSCAP cannot work in countries bordering Rwanda with AIDSCAP bilateral funds? ACTION PRM to follow-up with RLA
- Do we need to inform the GOR that we are intending to change the MOU? If so, we need a letter ACTION PRM to follow-up with RLA

20

u \wmartin\docs\aidscap 936

*GOR - need to vote for PDU,
 MPO & BOD
 E -> need to meet MOU*

-- To what extent does AIDSCAP need to follow OFDA's lead?

USGID/K

Actions

- draft letter to GOR advising them of adjustments to be made in AIDSCAP Country Plan and MOU ACTION PDO, PRM, HPO (?)
- draft cable to USAID/Tanzania informing them of intent and requesting concurrence ACTION HPO, G/H/AIDS
- work with G/H/AIDS, PVOs and OFDA to inform them of intent and ensure their support for concept ACTION HPO
- work with FHI (central and regional offices) to ensure that the plan is reasonable and rational ACTION HPO

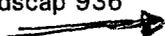
A BERRY (action) / fit ...
under the

0/1050 LOS part - ...

UNDP/DHA - RFO
= CAC

→

PSI ()
JS
→ CARE T
<



Project Status as of April 6, 1994

The goal of this project is to reduce HIV/AIDS by changing behaviors that lead to sexually transmitted HIV. The principal interventions dealt with reduction of sexually transmitted diseases, distribution of condoms and information, education and communication campaigns. The Rwanda program was to provide for support to the National AIDS Control Program (PNLS), including organizational design work so that PNLS could better cope with donor resources. Additionally, Rwanda was to participate in a voluntary testing and counselling pilot project which was to look into the effectiveness and cost-effectiveness of HIV testing and counselling (as opposed to other interventions).

The AIDSCAP Project had only just commenced its field activities in Rwanda with the arrival of the Resident Advisor in early January, 1994. The Behavioral Specialist had been in-country since October, 1993. A Country Plan had been developed and a Memorandum of Understanding agreed upon by the GOR, AID/W and USAID. \$6.0 million in funding was to come from Mission OYB (\$4.0 million in FY 93) and \$2.477 was to be central funding. While the project PACD was aligned with the end of the central project, 8/96, the Country Plan was written to provide funding for an extension into 9/97.

Subagreements had been developed and signed with CARE International and Population Services International. Others being developed were with the health administrative regions of Gitarama and Kigali and the Canadian Assisted Center for Information, Documentation and Counselling (CIDC).

The two resident advisors are currently based in Nairobi with the AIDSCAP regional team while awaiting further instructions. Though these particular individuals would not necessarily go back to Kigali, AIDSCAP could conceivably mobilize quickly should the situation stabilize.

To Dart@REDSO FFP@NAIROBI,Holly Wise@GDO@KAMPALA
Regina Tooley@FHA OFDA@AIDW,Sue Walker@FHA OFDA@AIDW
Dwight Smith@AFR EA@AIDW,Patricia Coffey@RD POP@AIDW
Marge Horn@RD POP@AIDW,Nan Borton@FHA OFDA@AIDW
Kate Farnsworth@FHA OFDA@AIDW
Dana M Vogel@HPO@DAR ES SALAAM
Dan Blumhagen@AFR EA@AIDW,Dan Blumhagen@GDO@NIAMEY
HOPE SUKIN@HHR@ABIDJAN,Hope Sukin@AFR ARTS@AIDW
Linda Lloyd@AFR EA@AIDW,Bonnie Pedersen@RD POP@AIDW
Joan LaRosa@REDSO PHD@NAIROBI
Cc Dirk Dijkerman@AFR SA1@AIDW
Denise S Rouse@R+D H@AIDW,Carl Hemmer@RD POP@AIDW
Victor Barnes@R+D H@AIDW
Bcc
From William Martin@AFR SA1@AIDW
Subject Condoms in the Camps
Date Wednesday, June 22, 1994 11 10 50 EDT
Attach
Certify N
Forwarded by

There has been some misunderstanding about who will do what in the camps regarding AIDS prevention. Great consternation has occurred around the issue of condom distribution, in particular. Let me provide some basic information here to begin to diffuse any anxieties that might exist out there. I will also put everyone listed here (as well as others) on the "mailing list" for periodic updates on the planned AIDSCAP intervention in the camps. Forgive me for including everyone and her brother on this e-mail. Wanted to start centralizing things a bit as I saw the condom issue getting a bit out of hand.

Briefly, the AIDSCAP/Rwanda project will be reconfigured to provide STDs treatment and prevention and HIV prevention to Rwanda populations affected by the emergency. Population Services International (PSI), CARE International and John Snow, Inc (JSI) are currently preparing proposals for funding by the AIDSCAP project contractor, Family Health International (FHI). A 2-phased approach is planned: a "rapid" response to begin in August and last thru December and a longer-term response to begin January 1. We have \$3.4 million to work with.

Contrary to some of the word coming out of the Office of Population (and possibly some PVOs), there will be no "reproductive health" activity, per se. This specific activity will be limited to STDs and HIV--activities that fall within the AIDSCAP Project mandate. This won't make everyone happy but it is, in fact, what is permitted by the Africa Bureau in this case. Any "end runs" around this will not be viewed favorably. Those who take issue with this policy can contact the USAID/Rwanda staff for clarification.

The Mission and G/RD/H/AIDS are not/not requesting OFDA or any Mission in the region to distribute condoms for this intervention. We will be requesting concurrence to ship commodities (in collaboration with F/POP/CPSD) into neighboring countries and possibly assistance in helping to clear them. All distribution and transport of these commodities will be affected by NGOs and contractors on the ground (PSI, CARE).

We will also be requesting travel concurrences, etc from appropriate Missions as well as a spirit of collaboration in helping us out in this regional crisis.

We are requesting that any of the AIDSCAP implementing agencies coordinate with OFDA as well as the lead agency in the particular camps that they end up working in. Proposals for Phase I are due 6/24. FHI is redrafting the AIDSCAP/Rwanda Plan of Action.

Denise Rouse (COTR for AIDSCAP, 703-875-4626) and Bill Martin (USAID/Rwanda HPN, 202-663-3385) will be taking the lead on coordinating this effort. Please channel queries directly to us and we will collaborate on a timely response. We realize that there are many issues out there. We're ready to start addressing them as they come up.

MEMORANDUM

DATE June 16, 1994
FROM Bill Martin, USAID/Rwanda Health and Population Officer *WBM*
THROUGH Dirk Dijkerman, A/DIR
SUBJECT AIDSCAP/Rwanda Reconfiguration
TO Denise Rouse, CTO AIDSCAP Project

We felt a need to document many of the things that you, I and others have discussed in the past two weeks concerning the redesign of the AIDSCAP/Rwanda Project. It makes good sense to have something for the record since we are really trying to do something rather unique and creative here. If you could get back to us right away with your views (agreement, points of contention, issues, etc), I would appreciate it.

As you are aware, the Africa Bureau would like to see the AIDSCAP/Rwanda mechanism continue to assist Rwandans, to the extent possible, in the current emergency in the prevention of HIV and the treatment and prevention of STDs. It is USAID and STATE/PRM policy that disaster relief efforts may include interventions such as reproductive health care, of which STDs treatment and prevention is a critical component. Of course, we already have documented evidence on the gravity of HIV/AIDS in refugee and displaced settings.

In light of the fact that USAID/Rwanda has already obligated \$4.2 million toward the AIDSCAP/Rwanda effort and other central funds have also been allocated, we are most interested in seeing these funds utilized in continuing assistance to Rwandan populations. This will, of course, entail redesigning the AIDSCAP/Rwanda Country Plan. We see no reason why this cannot be done rather quickly given the emergent situation and the fact that several PVOs and contractors are interested in getting directly involved, quickly (to note, Population Services International, CARE International and John Snow, Inc). For tracking purposes, USAID/Rwanda would like to have an idea of how much the planned program for Rwandans will cost as soon as the plan has been established. We will forward this to AFR.

The Mission has spoken with the Contracts Office (Joyce Frame and Michael

Gushue) about this initiative and we are requesting that they facilitate where necessary the AIDSCAP Project's efforts in this area. Additionally, we have contacted the G/POP Commodities Office (Carl Hemmer) about the possibility of using USAID/Rwanda OYB transfer funds to fund the purchase of condoms and, possibly, other contraceptive commodities for AIDSCAP activities.

We have also gotten a commitment from Family Health International on this initiative. We appreciate your efforts in following up and ensuring continued commitment by the contractor.

As this initiative develops, please keep in mind the following important items: 1) AIDSCAP (and its implementing partners) will fit in under the Agency's efforts in the region which are being coordinated through UNDHA (Disaster and Humanitarian Assistance) and OFDA (contact points are Mr. Jack Slusser and Ms. Cindy Gersony who are based in REDSO/Nairobi), 2) AIDSCAP and its implementing partners must ensure that all USAID Missions in the region are kept informed of intentions (cables from G/H/AIDS slugged to Uganda, Tanzania, Kenya, Zaire and Bujumbura should accomplish that) and actions. Requests for concurrence should be made as appropriate but all of this could come in under the OFDA umbrella if handled properly, and 3) in those areas controlled by the RPF (Rwandan Patriotic Front), it is obligatory that all activities are coordinated through its bureaucracy.

I remain available to facilitate and assist for the immediate future. However, the USAID/Rwanda team will have a reduced focus after July 31 and there is a strong probability that I will not be available in my current role. The Mission contact will be Mr. Dwight Al Smith after that date.

On behalf of USAID/Rwanda, I want to thank you for your efforts to date in trying to help us reconfigure the AIDSCAP/Rwanda Project in these most unique circumstances. I think we can make a difference and I think documenting our efforts, impact and "lessons learned" will be of great importance for similar, future disasters.

cc Joyce Frame, O/P
Jim Govan, AFR/DP
Linda Lloyd, AFR/EA
Hope Sukin, AFR/ARTS
Regina Tooley, OFDA
Tony Schwarzwald, FHI

MEMORANDUM

DATE July 19, 1994
FROM Bill Martin, USAID/Rwanda Health and Population Officer *BM*
SUBJECT AIDSCAP/Rwandan Refugee Proposal
TO Denise Rouse, CTO AIDSCAP Project

My comments on the proposal that you received from Tony Schwarzwaldler at AIDSCAP are provided below

- 1) Very short on detail Very scant evidence that anyone has spoken with the groups already on the ground like MSF and the UN groups I am not in a position to demand more detail now because I want to see this move forward right away I also recognize that these groups have very little experience with doing anything like this But I think you should insist on more detail for "Phase II " By then, PSI, CARE and JSI should know more about the realities of the situation on the ground
- 2) I think it makes great sense that CARE take the overall lead I think it makes sense to delegate all condom distribution to PSI, however CARE has enough to handle without worrying about this aspect Therefore, I suggest that PSI handle the training of the CARE ACE's
- 3) Glaring absence of STDs treatment and how the designers plan to deal with it Counselling of 100% of STD patients isn't very effective if you can't treat You can't treat without drugs I don't see any mentioned Is MSF going to procure? Bet it isn't in their budgets The absence of STDs outputs really sticks out in the outputs section Looks like the biggest flaw in the AIDSCAP design is being exposed once again If AIDSCAP isn't going to handle STDs, then let's state it upfront Make it a condom distribution and information dissemination project But one of the three major interventions of the project is STDS treatment and counseling

If MSF says they don't have the staff for anything but curative services,

how will STDs treatment get done? Not addressed

- 4) No mention whatsoever of condom procurement requirements and associated logistics I'll assume that FHI has already gotten requirements to your office and/or Carl Hemmers and that an order has been placed If not, I have serious questions about the whole effort If it hasn't already been done, I would order very liberally As we found out with PSI's effort with the displaced in Rwanda, once other agencies see condoms being distributed they want to get in on providing that service also (despite telling you earlier that they would only do curative services!) and AIDSCAP/PSI should be able to provide product, minimal training and advice We have \$520,000 Let's order once and order big
- 5) You need to insist that the coordination with other donors and agencies in the area is specifically addressed What's the pecking order in the camp? Where does CARE sit in relation to others? How will AIDSCAP keep OFDA and the UN agencies informed? How often will USAID get informed and by what means? If you don't put in "deliverables" of sorts, you can't go back and insist on them later
- 6) Let's get the baseline data collection going JSI should be permitted to move forward immediately so that they can have a team in place, as planned, August 1, 1994 JSI needs to commit to when it results will be available If everyone is waiting for baseline and assessment results at Thanksgiving, much will have been lost No reason they shouldn't provide a timeline either Having said this, the JSI monitoring and evaluation function is the best written part of this proposal and the "lessons learned" component, combined with the evaluation function will be invaluable data
- 7) The CARE Project Director's salary is scandalous Compare it to the PSI Director's (\$30,000 vs \$99,996) PSI's is low (don't see any per diem) but CARE's is embarrassingly high Hope everyone will have the best evacuation and health insurance available
- 8) I know two Rwandan A-1 nurses here in the US who may be interested in being recruited and getting back to the region to help Contact me for info
- 9) Finally, Denise I don't think that we should consider Phase II a *fait accompli* If the Phase II proposal isn't much better developed and can't provide evidence of an impending people level impact, we shouldn't fund it

Let's move *post-haste* on getting the funding out to move forward on this We can't afford to delay The August 1 deadline was reasonable but let's stick to it and keep the pressure on AIDSCAP to get the task orders done right away

I will be moving on the first week of August I will be available whenever for whatever Don't hesitate to contact me I hope this works Thanks, Denise

cc Al Smith, USAID/Rwanda
Linda Lloyd, AFR/EA/Rwanda

Status as of June 7, 1994

Project Name	Rwanda Integrated Maternal and Child Health/Family Planning Project
Project Number	696-0134
Project Purpose	To increase the capacity of the MOH to provide comprehensive reproductive health care including the treatment, prevention and control of STDs
PACD	9/30/98
Main Implementor	Management Sciences for Health
Instrument	Contract, December 21, 1993 - July 31, 1998
Award	\$8,484,759
Committed Amount	\$4,000,000
Other implementor	Centers for Disease Control
Instrument	PASA
Award	\$1,200,000
Committed Amount	\$759,000
Other implementor	Wellstart
Instrument	Cooperative Agreement Add-on
Award	\$298,000 ←
Committed Amount	\$301,000 ←

Recommendation

That Project and the Contract, PASA and Add-on be terminated o/a July 8, 1994

Financial Actions

Total Obligated to date	\$6,000,000
Deobligate (Project)	TBD, approximately 4,500,000
→ Decommit (MSH)	TBD, approximately \$3,500,000
→ Decommit (CDC)	TBD, approximately \$200,000
(Decommit (Wellstart))	approx \$2,500 gap between initial commitment and final add-on cost, remaining monies in add-on to be reprogrammed in Africa

Timing of Deobligations

~~Not before August 1994~~

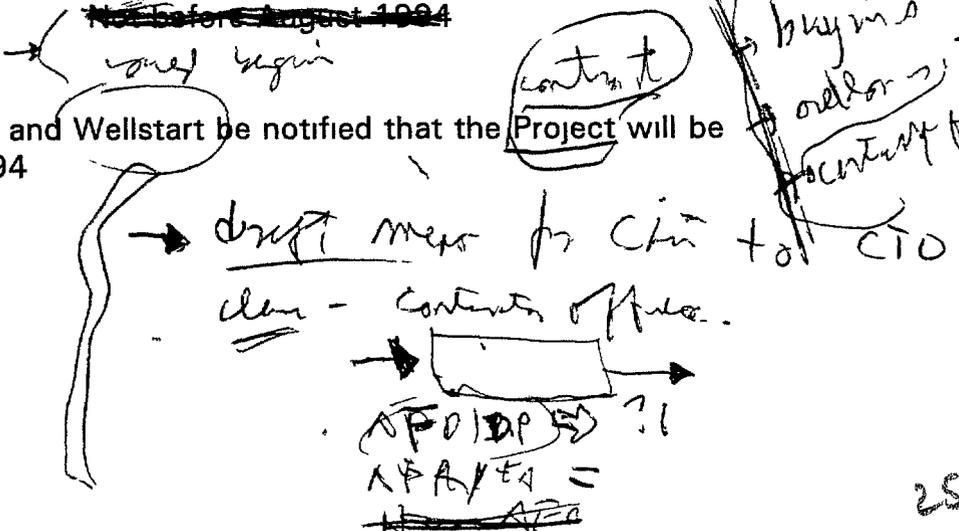
Legal Actions

That the GOR, MSH, CDC and Wellstart be notified that the Project will be terminated on July 8, 1994

rbc
buy in
contract for c & d part

04B
transfer

buy in's
order
contract folder



PSU

Post-July 1994 Management Burden

- administratively approve final vouchers from MSH and CDC
- when the Embassy in Kigali reopens
 - ensure that the Embassy packs out Chesnais air freight
 - provide severance pay to remaining RIM Office staff
 - secure and reallocate remaining project commodities
 - terminate leases, once commodities are removed

Disposition of Commodities

- Commodities in Rwanda - implementors will provide USAID with inventories of all expendable and non-expendable goods, ~~Goods~~ will be turned over to USAID/Rwanda. Some commodities are already with USAID/Rwanda. Project manager will provide an inventory of these items
- Commodities purchased but not yet shipped - CDC has one projection panel and an overhead projector in Atlanta. They are looking for another CDC project that would like to purchase the equipment, the Rwanda PASA would then be reimbursed for the costs. Failing that they will look to return the items to the vendor
- Three project vehicles will be turned over to USAID/Burundi (need letter from MSH for two of the vehicles) ??? What about 2 vehicles already turned over to GOR???

Outstanding Issues

- how has USAID previously managed post contract/PASA expenses?
- have USAIDs previously helped to deliver final payments to contractor employees?

Actions

- draft memo to CDC on final personnel actions ACTION HPO
- get letters from implementors passing commodities over to USAID ACTION PDO, HPO
- draft memo to turnover vehicles to USAID/Burundi ACTION PRM KFC
- get inventories and end-of-project reports from MSH, CDC and Wellstart ACTION HPO
- follow-up on transfer of new commodities ACTION HPO
- follow-up on reprogramming of Wellstart add-on monies within Africa ACTION HPO
- draft letter to GOR advising actions on project ACTION PRM/HPO
- work on budget and projected expenses ACTION CONT/HPO

Project Status as of April 6, 1994

The RIM Project purpose was to increase the capacity of the Ministry of Health to provide comprehensive reproductive health care including the treatment, prevention and control of STDs

The RIM Project's core activities had not yet begun when the American Mission was evacuated from Rwanda. The T A team had just begun arriving in country in the weeks prior to the evacuation. Thus the project had made no measurable progress towards its goals.

The Project's "bridge" year activities, funded through a PASA with CDC and a cooperative agreement add-on with Wellstart, were, however, well advanced. The Project had an office, research and office staff, computers and other office equipment. A comprehensive operations research study of the project area's health care system and health practices had been successfully conducted and the analysis of the data was 75% complete. The study used both quantitative and qualitative data. A May national colloquium to present the results to the Rwandan public health community had been planned.



AGENCY FOR
INTERNATIONAL
DEVELOPMENT

June 20, 1994

Cate Johnson
Wellstart CTO
G/R&D/H/HS

Dear Cate,

From conversations that the Mission has had with the Washington Office of Procurement, it is our understanding that Wellstart will soon receive a letter from that Office informing Wellstart officially that all activity on the Rwanda Add-On to their Cooperative Agreement is to end o/a July 8, 1994

Because the money was committed to the Cooperative Agreement, it is our understanding that it will remain with Wellstart for use in Africa. The Rwanda Mission would prefer that Wellstart use it in a project similar to that described in the Rwanda add-on paper and that, if possible, the money remain in East Africa. If the remaining balance of unexpended funds exceeds \$100,000 both the Contract Office and the Mission request that you and Wellstart include Africa DP in the decision on how to reprogram your funds.

Wellstart will need to program for close out costs for the original add-on if there are any. These would include any costs incurred prior to April 10, 1994 that have not yet been paid - outstanding bills to U.S. vendors or Rwandan merchants would be examples. When estimating such costs, Wellstart should do so on the high side because once money is reprogrammed away from Rwanda it may be difficult to get any back to pay off any claims not foreseen, no matter how legitimate.

Would you please ask Wellstart to prepare a brief final report on Wellstart activities under the RIM Project that were completed. This could be a brief summary report with the existing longer reports attached as annexes. It should include a financial report and the close out budget as well. When completed, please have Wellstart pass a copy of this final report on to the Mission, preferably before July 31, 1994.

Please thank Wellstart for its efforts, both before and since the terrible tragedy that has befallen Rwanda. It is unfortunate that all our work has come to such an untimely end.

Sincerely,

Chris Grundmann, RIM Project Officer
USAID/Rwanda

cc ~~Dirk Dijkerman~~, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Michael Gushue, M/OP/A/HRN
Jim Govan, AFR/DP

Status as of August 8, 1994

Project Name	Food Security II Project (FSII)
Project Number	
PACD	09/30/98 (6-year project)
Authorized LOP Funding	\$3,500,000
Total Obligated to Date	\$3,500,000 (initial obl 09/31/92)
Total Committed to Date	\$3,500,000
Implementor	Michigan State University
Instrument	Cooperative Agreement, AEP-5459-A-00-2041
Sub-implementors	Development Alternatives, Inc
Instrument	Sub-contract
Award	
Committed Amount	

Recommendation That the project terminates July 8, 1994

Close-Out Objectives

- 1 Terminate the Letter of Understanding with the GOR effective July 08, 1994
- 2 Terminate the Rwanda portion of the Cooperative Agreement with MSU effective July 08, 1994
- 3 Deobligate unearmarked funds
- 4 Dispose of commodities

Specific Actions

- 1 Draft, clear and send letter to GOR via Rwandan Ambassador to U S in Washington saying that USAID is unilaterally terminating the project effective July 8, 1994 and is taking ownership of all commodities procured with USAID project funds
Action Agent RCO

Status Completed

- 2 a Draft, clear and send letter to MSU saying that USAID is unilaterally terminating the Cooperative Agreement effective July 8, 1994
Action Agent CO

Status Completed

- 2 b Draft, clear and send letter to requesting
 - Revised proposed LOP budget up to July 8, 1994 and projected close out costs beyond that date
 - Inventory with location of commodities
 - Final project activity status report

Action Agents ADO and USAID/W Project Officer

Status Completed

- 2 c Draft, clear and issue the necessary documentation needed to facilitate a determination on the future of the two participants completing training by the end of June 1994
Action Agent PDO

Status Completed

- 3 a Review and correct, as needed, USAID financial reports
Action Agents ADO, CONT and USAID/W Project Officer

Status Not started

- 3 b Prepare and issue documents needed to decommit and de earmark excess funds
Action Agents ADO, CONT, USAID/W Project Officer and CO

Status Not started

- 3 c Prepare and issue deobligating documents
Action Agents ADO, CONT, USAID/W Project Officer and CO

Status Not started

- 4 a Draft, clear and issue letter to MSU notifying it that USAID is taking title of all project commodities, and request MSU express its interest for USAID granting of any of such commodities to other USAID-funded MSU projects
Action Agent ADO and USAID/W Project Officer

Status Letter to be issued by OP/B/AEP, following comments from USAID/Rwanda on the proposed FSII/MSU/Rwanda close-out activities and budget (memo July 27, 1994)

- 4 b Draft, clear and issue telegrams offering excess project commodities to other USAID Missions and projects
Action Agent ADO and USAID/W Project Officer

Status Not started

- 4 c Draft, clear and issue documentation granting and/or transferring commodities to other projects
Action Agent ADO & PRM

Status Not started

Post-July 1994 Management Burden Activities are nearly all internal to USAID/Rwanda, the USAID/W Project Officer and the Contracting Officer as they are taking unilateral decisions on the close-out and disposition of commodities and excess funds. Specific Actions 3a, b, c and 4 a, b, c may require follow-up by PRM and EXO after July 1994

Outstanding Issues

- 1 MSU will need to eventually access its bank accounts in Kigali to retrieve its operating funds there. This may take several months depending on when one can get into Kigali safely and commercial operations (i.e. banks) start up. Action Agent PRM & EXO **USAID will access local bank accounts as and when possible MSU to provide bank a/c information (see below)**
- 2 MSU will need to clear its accounts payable in Rwanda. Local staff and suppliers will need to be paid through either USAID or other partner. Action Agent EXO **USAID will arrange payments necessary**
- 3 The two participants completing their work by the end of June 1994, will need to make arrangements to remain in the U.S. until their safe return to Rwanda can be arranged. Action Agent PDO **Issue resolved one participant has completed his training and has applied for Temporary Protected Status. The second participant terminated his program because of ill-health and returned to Rwanda in January, 1994. PIO/T amendments have been issued noting the status of each of the participants**
- 4 MSU TA may seek reimbursement for the loss of personal effects. A determination will need to be made by CO & PRM. Action Agent CO & PRM **Jim Corley, FA/PPE (703-875-1453) is following up on compensation for contractors. E-mail 8/05/94 suggests that resolution of this issue is imminent**

Additional Specific Actions for close out August 5, 1994

MSU Actions

- 1 Provide account numbers for MSU Kigali bank accounts
- 2 Provide authorization to USAID for management of funds in local bank account
- 3 Provide inventory and location of all FSII project-purchased equipment
- 4 Sign over all project equipment to USAID

- 5 Provide all documentation for the undelivered generator
- 6 Indicate where to find copies of data at DSA which are not available at MSU
- 7 Identify all outstanding local costs and transmit details to USAID for payment in local currency (Assume this is being organized by MSU from East Lansing - see close-out proposal)
- 8 Transfer responsibility for management of leases for residences to USAID

Actions for USAID (in Kigali)

- 1 Identify and secure project equipment listed in inventory provided at (3) above
- 2 Prepare cable offering this equipment to other AID missions and projects in the region
- 3 On the basis of documentation concerning the undelivered generator, proceed either to obtain reimbursement from the supplier for non-delivery, or, take delivery and attempt disposal as at (2) above
- 4 Project materials which cannot be disposed of to other projects should be put up for auction or for sale by tender
- 5 Collect from DSA offices data and documents identified by MSU and transmit to MSU
6. Pay outstanding local expenses, according to costs identified by MSU in close-out proposal Transmit checks and obtain acknowledgement of receipt
- 7 Transfer any residual funds in the local bank account to MSU and give written notification to the bank that the account has been closed
- 8 Provide written notification to landlords of intent to terminate leases of Clay, Tardif-Douglin (and Kangasniemi ?) residences Include disclaimer of USAID responsibility for repairs to property

NOTE Any remaining household effects will be packed by US Embassy staff (GSO) or contractors

Cooperative Agreement close-out actions are being carried out by Ronnie Smith (OP/B/AEP) and FSII Project Manager Shirley Pryor (G/R&D/AGR)

Status as of June 30, 1994

Project Name Food Security II Project (FSII)
Project Number
PACD 09/30/98 (6-year project)
Authorized LOP Funding \$3,500,000
Total Obligated to Date \$3,500,000 (initial obl 09/31/92)
Total Committed to Date \$3,500,000

Implementor Michigan State University
Instrument Cooperative Agreement, //93 - 03/31/95
Sub-implementors Development Alternatives, Inc
Instrument Sub-contract
Award
Committed Amount

Recommendation That the project terminates July 8, 1994

Close-Out Objectives

- 1 Terminate the Letter of Understanding with the GOR effective July 08, 1994
- 2 Terminate the Rwanda portion of the Cooperative Agreement with MSU effective July 08, 1994
- 3 Deobligate unearmarked funds
- 4 Dispose of commodities

Specific Actions

- 1 Draft, clear and send letter to GOR via Rwandan Ambassador to U S in Washington saying that USAID is unilaterally terminating the project effective July 8, 1994 and is taking ownership of all commodities procured with USAID project funds
Action Agent RCO
- 2 a Draft, clear and send letter to MSU saying that USAID is unilaterally terminating the Cooperative Agreement effective July 8, 1994
Action Agent CO
- 2 b Draft, clear and send letter to requesting
 - Revised proposed LOP budget up to July 8, 1994 and projected close out costs beyond that date
 - Inventory with location of commodities
 - Final project activity status reportAction Agents ADO and USAID/W Project Officer
- 2 c Draft, clear and issue the necessary documentation needed to facilitate a determination on the future of the two participants completing training by

the end of June 1994
Action Agent PDO

- 3 a Review and correct, as needed, USAID financial reports
Action Agents ADO, CONT and USAID/W Project Officer
- 3 b Prepare and issue documents needed to decommit and de earmark excess funds
Action Agents ADO, CONT, USAID/W Project Officer and CO
- 3 c Prepare and issue deobligating documents
Action Agents ADO, CONT, USAID/W Project Officer and CO
- 4 a Draft, clear and issue letter to MSU notifying it that USAID is taking title of all project commodities, and request MSU express its interest for USAID granting of any of such commodities to other USAID-funded MSU projects
Action Agent ADO and USAID/W Project Officer
- 4 b Draft, clear and issue telegrams offering excess project commodities to other USAID Missions and projects
Action Agent ADO and USAID/W Project Officer
- 4 c Draft, clear and issue documentation granting and/or transferring commodities to other projects
Action Agent ADO & PRM

Post-July 1994 Management Burden Activities are nearly all internal to USAID/Rwanda, the USAID/W Project Officer and the Contracting Officer as they are taking unilateral decisions on the close-out and disposition of commodities and excess funds. Specific Action 4 c may require follow-up by PRM and EXO after July 1994

Outstanding Issues

- 1 MSU will need to eventually access its bank accounts in Kigali to retrieve its operating funds there. This may take several months depending on when one can get into Kigali safely and commercial operations (i.e. banks) start up
Action Agent PRM & EXO
- 2 MSU will need to clear its accounts payable in Rwanda. Local staff and suppliers will need to be paid through either USAID or other partner
Action Agent EXO
- 3 The two participants completing their work by the end of June 1994, will need to make arrangements to remain in the U.S. until their safe return to Rwanda can be arranged

Action Agent PDO

- 4 MSU TA may seek reimbursement for the loss of personal effects A determination will need to be made by CO & PRM
Action Agent CO & PRM

Status of Project Activities as of April 1994

The project's purpose is ?????

The FSII/Rwanda project is funded through a Mission OYB transfer to R&D for an add-on to the Food Security II Cooperative Agreement with Michigan State University. The project provides technical assistance to the Ministry of Agriculture's Statistics Division for the development of that office and its staff's technical skills as well as provide assistance in the analysis of data. In addition, over the last six months the TA has been working quite actively on the interpretation and analysis of data relating to drought conditions in Rwanda. This work has continued following the evacuation from Rwanda as the information is important for the targeting of food aid deliveries.

Some commodities had been procured and delivered to the project with FSII/Rwanda funds. These commodities consisted mostly of computer equipment, generators and household appliances and furniture.

The project is also funding two long-term participants at MSU. Both are scheduled to complete their work by the end of June 1994. It is planned to allow them 30 days support following the completion of their studies to enable them to make arrangements with INS for their future.

The project had also leased two houses and had hired local staff for the office.

Summary of Project Financial Status as of April 1994

????????????????????????????????????????

<u>Line Item</u>	<u>LOP Budget</u>	<u>Obligated</u>	<u>Committed</u>	<u>Accrued Disbursements</u>	<u>Expenditures</u>	<u>Unearm</u>
1 Coop Agree & Support	?	2,590,000	2,353,527	148,149	493,000	2,441,851
2 DAGs	?	3,200,000	3,200,000	0	0	0
3 IDGs	?	1,510,000	1,510,000	0	0	0
4 Eval/Audit	?	0	0	0	0	0
TOTAL	10,000,000	7,500,000	7,063,527	148,149	493,000	2,441 851

B:\rwa_cis2 ado

U S Government
MEMORANDUM

Date July 27, 1994
To Ronnie Smith, OP/B/AEP
From Kurt Fuller, USAID/Rwanda, A/DIR 
Subject Mission comments on the July 08, 1994 proposed FSII/MSU/Rwanda close-out activities and budget

The Mission has reviewed the subject proposal and hereby offers the following comments

THE PROPOSED ACTIVITIES

- 1 The Mission does not support the idea of Dan Clay, nor anyone else from MSU, travelling to Rwanda. Essential in-country close-out actions will be taken care of by USAID. Thus, MSU should ensure that USAID has all the details and information needed to close-out the program and recuperate records, data, reports, etc. We understand that this was only a proposal by MSU just in case the need/opportunity developed. Given what has happened in Rwanda since our last meeting and the current security situation, the Mission is trying to keep the number of people returning to Rwanda, whenever that may be, to a minimum.
- 2 USAID would address the administrative activities described in items no 1, 2, 4, 5, 6, 9, and 10.
- 3 Regarding local accounts, MSU should make sure that it passes all the Kigali bank account numbers and authorization to withdraw funds to USAID so as to enable the close-out of such accounts.
- 4 Regarding commodities, USAID will take care of their disposition. This would refer to activities described in items no 3 and 4. MSU is to turn over all of its project commodities from its custodianship to USAID's.
- 5 Regarding the generator not delivered yet, MSU should give USAID all the documentation needed to deal with the supplier in Kigali or wherever s/he may be.
- 6 The Mission has no objection to the proposed plan for Mr. Jean Bosco Sibomana to continue his temporary protection status and hold his airfare for

a period not to exceed 12 months starting June 21, 1994 which is the time his training program ended. PIO/P amendments will be needed to close it out.

FYI Sibomana has been entirely funded with FSII/Rwanda monies. There are no other trainees under FSII/Rwanda nor the former ASPAP Project. End FYI. However, a PIO/P amendment will be needed to close out Rwalinda's program as he returned to Rwanda o/a 12/93.

- 7 New developments in Kigali indicate that household effects may have been lost from many houses. Thus, it is not likely that there will be any of the TAs' effects left to be shipped. However, shipment costs should still be budgeted just in case there may be some things to be shipped.
- 8 USAID has not yet made a final determination on the issue of reimbursing PVOs for the loss of personal effects. However, in the event that such losses are approved for reimbursement by USAID, they could be paid out of the Shipping budget line item.
- 9 Mission believes it is important for MSU to define its research activities as close-out actions. This could list critical on-going research such as the continued analysis of the 1994 agricultural growing season, perhaps even through season 1995-A which would end in January 1995. This would primarily be using FEWS NDVI data as well as existing FSII data. Completion of research activities already started prior to the April 8th evacuation could also be included and may consist of such actions as data processing, analysis, and report writing. A second priority list of follow-up, but important and useful, research actions could also be included as close-out actions. The key thing here is that they link these important research actions to the close-out effort.
- 10 Mission does not believe that extending the PACD is a good idea. All costs following the July 8th dead line should clearly be marked as close-out costs including those needed to complete ongoing research programs.

THE PROPOSED BUDGET

- 1 Travel costs, both international and domestic, are not essential close-out costs. Thus, the Mission recommends they not be approved in the budget. The same is true for Special Evacuation per diem.
- 2 The budget summary on ATTACHMENT 2 presents a balance of

Status as of August 9, 1994

Project Name Natural Resources Management Project
Project Number 696-0129
PACD 12/31/96 (7-year project)
Authorized LOP Funding \$12,245,000
Total Obligated to Date \$12,245,000
Total Committed to Date \$9,894,411

Implementor Development Alternatives, Inc (prime contractor)
Instrument Contract 10/01/90 - 06/30/94

Sub-implementors

- 1 Africare PACD 06/30/94 Cooperative Agreement
- 2 Wildlife Conservation Society PACD 06/30/94 Cooperative Agreement
- 3 Dian Fossey Gorilla Foundation PACD 06/30/94 Cooperative Agreement, and PACD Grant 08/31/94
- 4 CARE PACD 11/30/94 Grant
- 5 Morris Animal Foundation PACD 08/31/94 Grant
- 6 University of Wisconsin (Frugivore Project) PACD 08/31/93

GOR Sub-implementors

- 1 Ministry of Agriculture a Kigembe Integrated Fish Culture Research Station 1990 - 1994 PILs
b Niamigogo Wetland Research 1990 - 1994 PILs
- 2 Ministry of Environment & Tourism a Coordination Unit 1990 -1994 PILs, b Environmental Service 1990 - 1994 PILs

Recommendation That the project's prime contractor and sub-implementor's programs terminate no later than July 8, 1994, and that long-term training participants be allowed to complete their programs

Close-Out Objectives

- 1 Terminate the Sub-implementors' Cooperative Agreements, Grants and PILs
- 2 Deobligate unearmarked funds
- 3 Dispose of commodities

Specific Actions (and Status as of August 9, 1994)

- 1 a Draft, clear and send letter to GOR via Rwandan Ambassador to U S in

Washington saying that USAID is unilaterally terminating the DAI contract and the project's sub-activities by July 8, 1994 or earlier and is taking custody of all commodities procured with USAID project funds
Action Agent PRM & ADO

Status Completed - letter of acknowledgement received

- 1 b Draft, clear and send letters to DAI and other sub-implementors saying that USAID will not extend or is unilaterally terminating the contract and Cooperative Agreements by July 8, 1994 or earlier as the case may be for each commitment
Action Agent RCO, PRM & ADO

Status Completed

- 1 c Draft, clear and send letter to DAI and each sub-implementor requesting
- revised proposed LOP budget up to June 30, 1994 or July 8, 1994 as the case may be and projected close out costs beyond those dates,
 - inventories with location of commodities,
 - final project activity status reports
- Action Agents ADO

Status Letters sent, USAID awaiting complete responses from contractors

- 1 d Draft, clear and issue the necessary documentation needed to continue the four participants completing training in the U S by 1996 or sooner as the case may be
Action Agent PDO & ADO

Status PIO/P amendments completed for NYARIHABIMANA, HISHAMUNDA, MBABALIYE and forwarded to OIT for action Fax sent to North Carolina State University, copied to PIET, requesting clarification of course requirements and an estimate of additional costs for an extension of training for NTAWUKULIRYAYO **Follow up with PIET (Dawn Gayle) is necessary to resolve issues with NTAWAKULIRYAYO**

- 2 a Review and correct, as needed, USAID financial reports
Action Agents ADO & CONT

Status In process

- 2 b Prepare and issue documents needed to decommit and de earmark excess funds
Action Agents ADO & CONT

Status Not started

- 2 c Prepare and issue deobligating documents
Action Agents ADO, PRM & CONT

Status Not started

- 3 a Draft, clear and issue letter to DAI and other sub-implementors notifying them that USAID is taking custody of all project commodities
Action Agent ADO & PRM

Status Letters issued, response from DAI Awaiting response from sub-implementors

- 3 b Draft, clear and issue telegrams offering excess project commodities to other USAID Missions and projects
Action Agent ADO & PRM

Status Not started

- 3 c Draft, clear and issue documentation granting and/or transferring commodities to other projects
Action Agent ADO & PRM

Status Not started

Post-July 1994 Management Burden Activities are nearly all internal to USAID/Rwanda and the Regional Contracting Officer as they are taking unilateral decisions on the close-out and disposition of commodities and excess funds. Specific Actions 3 a ,b and c may require follow-up by PRM and EXO after July 1994

Outstanding Issues

- 1 DAI and other sub-implementors will need to eventually access their bank accounts in Kigali to retrieve their operating funds there. This may take several months depending on when one can get into Kigali safely and commercial operations (i.e. banks) start up. **DAI will transfer authority for bank account management to USAID. USAID will close accounts.**
Action Agent PRM & EXO
- 2 DAI and other sub-implementors will need to clear their accounts payable in Rwanda. DAI should identify all outstanding local costs and, to the extent possible, arrange for payment of these costs through their local bank accounts. **Outstanding accounts are to be submitted (via SF 1034) to USAID for review. Payment will be made if vouchered expenses are adequately justified and consistent with costs identified in the DAI close-out budget.**

PVOs funded under NRMP (Africare, WCS, DFGF, MAF) are all expected to return to Rwanda. Outstanding local costs incurred by these organizations under NRMP funding will be dealt with directly by these PVOs, without any intervention on the part of USAID.

- 3 The four participants completing their work in the U S will need to make arrangements to remain in the U S until their safe return to Rwanda can be arranged. **Issue resolved by amendment of PIO/Ps as noted at 1d. Follow up required with PIET for NTAWAUKULIRYAYO**
Action Agent PDO
- 4 DAI and other sub-implementors' TA may seek reimbursement for the loss of personal effects. A determination will need to be made by RCO & PRM.
Action Agent RCO & PRM. **A determination is in process. Contact person for this is Jim Corley, FA/PPE (703) 875-1453**
- 5 Termination of leases for Coordination Unit office and DAI Coordinator's house. Coordination Unit office rental is funded by USAID through a PIL (PIL 44, approving the 1994 workplan and budget for the Coordination Unit). The rental for the Coordinator residence is paid through the DAI contract (The revised LOP Budget provided by DAI anticipates payment of house rental up to the end of December, 1994). No procedure is proposed for termination of the lease after 12/31/94). Procedures and a date for termination of the office rental need to be identified. **In discussions with the DAI Coordinator it was concluded that the Coordination Unit office lease was signed by a GOR representative, and therefore should be terminated by such. The lease for the DAI Coordinator's residence was signed by USAID and therefore can be terminated by USAID staff in Kigali.**
- 6 Residues of salary and severance payments to staff employed within NRMP components, and funded through PILs will need to be anticipated. GOR will have to make the necessary payments and voucher USAID for the cost. The effective termination date of the PILs issued to approve 1994 work plans and budgets needs to be defined, in order to determine allowable claims for salaries.

NRMP (696-0129) Sub-agreements Specific Actions to be completed August 11, 1994

Africare Cooperative Agreement (623-0129-A-00-1001-00) \$1,633,218

Africare Actions

Provide

- 1 Inventory of project-purchased commodities
- 2 Final financial report
- 3 Final Technical report

USAID Actions

- 1 Follow up REDSO letter of June 3, 1994 with a letter to Africare requesting action on 1-3 above (in draft 8/11/94)
- 2 Following receipt of inventory, issue letter granting commodities to Africare
- 3 Review and comment, as necessary, on final technical report
- 4 Decommit/de-earmark residual funds from Cooperative Agreement (Coordinate with REDSO)

Wildlife Conservation Society (WCS) Cooperative Agreement (696-0129-A-00-0003-00) \$1,128,660

WCS Actions

Provide

- 1 Final financial report (revision of submission July 21, 1994)
- 2 Final Technical report

USAID Actions

- 1 Issue letter commenting on financial report (in draft 8/11/94)
- 2 Issue letter granting commodities to WCS (in draft 8/11/94)
- 3 Review and comment, as necessary, on final technical report
- 4 Decommit/de-earmark residual funds from Cooperative Agreement

Dian Fossey Gorilla Fund (DFGF) Cooperative Agreement (696-0129-A-00-0010-00) \$370,000, and Grant (696-0129-G-SS-4002-00) \$30,000

DFGF Actions

Provide

- 1 Inventories of project-purchased commodities (separately for Cooperative Agreement and Grant)
- 2 Final financial reports (CA and Grant)
- 3 Final Technical report (for Cooperative Agreement only, the Grant specifically states that no technical reporting is required)

USAID Actions

- 1 Following receipt of inventories, issue letters granting commodities to DFGF
- 2 Review and comment, as necessary, on final technical report
- 3 Decommit/de-earmark residual funds from Cooperative Agreement and Grant

Morris Animal Foundation (MAF) Grant (696-0129-G-SS-4003-00) \$50,250

MAF Actions

Provide

- 1 Inventory of commodities purchased under the Grant
- 2 Final financial report

NOTE The Grant specifically states that no technical reporting is required

USAID Actions

- 1 Following receipt of inventory, issue letter granting commodities to MAF
- 2 Decommit/de-earmark residual funds from Grant

CARE Grant (696-0129-G-SS-2001-00) \$66,500

CARE Actions

Provide

- 1 Final financial report

2 Final technical report

3 Inventory of any commodities purchased under the Grant (likely to be few or none)

USAID Actions

1 Send letter to CARE advising termination of the Grant (effective July 8, 1994, form letter sent to other grantees)

2 Review and comment, as necessary, on final technical report

3 Issue letter granting inventoried commodities, if any, to CARE

4 Decommit/de-earmark residual funds from Grant

University of Wisconsin (Frugivore Project) Grant (696-0129-G-SS-2008-00) \$72,010

UW Actions

Provide

1 Inventory of any commodities purchased under the Grant (Likely to be few)

2 Final financial report

NOTE Reporting requirements under the Grant were met Reports were available at the USAID office in Kigali

USAID Actions

1 Following receipt of inventory, issue letter granting commodities, if any, to the Frugivore project

2 Decommit/de-earmark residual funds from Grant

Contacts for NRMP components

DAI

Paul DeLucco (to 9/02/94)

Tel (301) 718-8259
Fax (301) 718-7968

Africare

Laura Hoemeke

Tel (202) 462-3614
Fax (202) 387-1034

WCS

Amy Vedder/Hilary Simons Moreland

Tel (718) 220-7159
Tel (718) 220-5158
Fax (718) 364-4275

DFGF

Dieter Steklis

Tel (908) 932-9351
Tel (609) 683-7152
Fax (908) 932-1564

MAF

Rob Hilsenroth

Tel (303) 790-2345
Fax (303) 790-4066

Frugivore Project

Tim Moermond

Fax (608) 262-2273

Status as of July 31, 1994

Project Name Natural Resources Management Project
Project Number 696-0129
PACD 12/31/96 (7-year project)
Authorized LOP Funding \$12,245,000
Total Obligated to Date \$12,245,000
Total Committed to Date \$9,894,411

Implementor Development Alternatives, Inc (prime contractor)
Instrument Contract 10/01/90 - 06/30/94

Sub-implementors

- 1 Africare PACD 06/30/94 Cooperative Agreement
- 2 Wildlife Conservation Society PACD 06/30/94 Cooperative Agreement
- 3 Dian Fossey Gorilla Foundation PACD 06/30/94 Cooperative Agreement, and PACD Grant 08/31/94
- 4 CARE PACD 11/30/94 Grant
- 5 Morris Animal Foundation PACD 08/31/94 Grant
- 6 University of Wisconsin (Frugivore Project) PACD 08/31/93

GOR Sub-implementors

- 1 Ministry of Agriculture a Kigembe Integrated Fish Culture Research Station 1990 - 1994 PILs
b Niamigogo Wetland Research 1990 - 1994 PILs
- 2 Ministry of Environment & Tourism a Coordination Unit 1990 - 1994 PILs, b Environmental Service 1990 - 1994 PILs

Recommendation That the project's prime contractor and sub-implementor's programs terminate no later than July 8, 1994, and that long-term training participants be allowed to complete their programs

Close-Out Objectives

- 1 Terminate the Sub-implementors' Cooperative Agreements, Grants and PILs
- 2 Deobligate unearmarked funds
- 3 Dispose of commodities

Specific Actions (and Status as of July 31/1994)

- 1 a Draft, clear and send letter to GOR via Rwandan Ambassador to U S in

Washington saying that USAID is unilaterally terminating the DAI contract and the project's sub-activities by July 8, 1994 or earlier and is taking custody of all commodities procured with USAID project funds
Action Agent PRM & ADO

Status Completed - letter of acknowledgement received

- 1 b Draft, clear and send letters to DAI and other sub-implementors saying that USAID will not extend or is unilaterally terminating the contract and Cooperative Agreements by July 8, 1994 or earlier as the case may be for each commitment
Action Agent RCO, PRM & ADO

Status Completed

- 1 c Draft, clear and send letter to DAI and each sub-implementor requesting
-- revised proposed LOP budget up to June 30, 1994 or July 8, 1994 as the case may be and projected close out costs beyond those dates,
-- inventories with location of commodities,
-- final project activity status reports
Action Agents ADO

Status Letters sent, USAID awaiting complete responses from contractors

- 1 d Draft, clear and issue the necessary documentation needed to continue the four participants completing training in the U S by 1996 or sooner as the case may be
Action Agent PDO & ADO

Status PIO/P amendments completed for NYARIHABIMANA, HISHAMUNDA, MBABALIYE and forwarded to OIT for action Fax sent to North Carolina State University, copied to PIET, requesting clarification of course requirements and an estimate of additional costs for an extension of training for NTAWUKULIRYAYO

- 2 a Review and correct, as needed, USAID financial reports
Action Agents ADO & CONT

Status In process

- 2 b Prepare and issue documents needed to decommit and de earmark excess funds
Action Agents ADO & CONT

Status Not started

- 2 c Prepare and issue deobligating documents
Action Agents ADO, PRM & CONT

Status Not started

- 3 a Draft, clear and issue letter to DAI and other sub-implementors notifying them that USAID is taking custody of all project commodities
Action Agent ADO & PRM

Status Letters issued, response from DAI Awaiting response from sub-implementors

- 3 b Draft, clear and issue telegrams offering excess project commodities to other USAID Missions and projects
Action Agent ADO & PRM

Status Not started

- 3 c Draft, clear and issue documentation granting and/or transferring commodities to other projects
Action Agent ADO & PRM

Status Not started

Post-July 1994 Management Burden Activities are nearly all internal to USAID/Rwanda and the Regional Contracting Officer as they are taking unilateral decisions on the close-out and disposition of commodities and excess funds. Specific Actions 3 a ,b and c may require follow-up by PRM and EXO after July 1994

Outstanding Issues

- 1 DAI and other sub-implementors will need to eventually access their bank accounts in Kigali to retrieve their operating funds there. This may take several months depending on when one can get into Kigali safely and commercial operations (i.e. banks) start up
Action Agent PRM & EXO
- 2 DAI and other sub-implementors will need to clear their accounts payable in Rwanda. DAI should identify all outstanding local costs and, to the extent possible, arrange for payment of these costs through their local bank accounts

PVOs funded under NRMP (Africare, WCS, DFGF, MAF) are all expected to return to Rwanda. Outstanding local costs incurred by these organizations under NRMP funding will be dealt with directly by these PVOs, without any

intervention on the part of USAID

- 3 The four participants completing their work in the U S will need to make arrangements to remain in the U S until their safe return to Rwanda can be arranged **Issue resolved by amendment of PIO/Ps as noted at 1d**
Action Agent PDO
- 4 DAI and other sub-implementors' TA may seek reimbursement for the loss of personal effects A determination will need to be made by RCO & PRM
Action Agent RCO & PRM
- 5 Termination of leases for Coordination Unit office and DAI Coordinator's house Coordination Unit office rental is funded by USAID through a PIL (PIL 44, approving the 1994 workplan and budget for the Coordination Unit) The rental for the Coordinator residence is paid through the DAI contract (The revised LOP Budget provided by DAI anticipates payment of house rental up to the end of December, 1994 No procedure is proposed for termination of the lease after 12/31/94) Procedures and a date for termination of the office rental need to be identified
- 6 Residues of salary and severance payments to staff employed within NRMP components, and funded through PILs will need to be anticipated GOR will have to make the necessary payments and voucher USAID for the cost The effective termination date of the PILs issued to approve 1994 work plans and budgets needs to be defined, in order to determine allowable claims for salaries

Status as of June 30, 1994

Project Name Natural Resources Mangement Project
Project Number 696-0129
PACD 12/31/96 (7-year project)
Authorized LOP Funding \$12,245,000
Total Obligated to Date \$12,245,000
Total Committed to Date \$9,894,411

Implementor Development Alternatives, Inc (prime contractor)
Instrument Contract 10/01/90 - 06/30/94

Sub-implementors

- 1 Africare PACD 06/30/94 Cooperative Agreement
- 2 Wildlife Conservation Society PACD 06/30/94 Cooperative Agreement
- 3 Dian Fossey Gorilla Foundation PACD 06/30/94 Cooperative Agreement, and PACD Grant
- 4 CARE PACD 12/31/94 Grant
- 5 Morris Animal Foundation PACD 07/08/94 Grant

GOR Sub-implementors

- 1 Ministry of Agriculture a Kigembe Integrated Fish Culture Research Station 1990 - 1994 PILs
b Niamigogo Wetland Research 1990 - 1994 PILs
- 2 Ministry of Environemnt & Tourism a Coordination Unit 1990 -1994 PILs, b Environmental Service 1990 - 1994 PILs

Recommendation That the project's prime contractor and sub-implementor's programs terminate no later than July 8, 1994, and that long-term training participants be allowed to complete their programs

Close-Out Objectives

- 1 Terminate the Sub-implementors' Cooperative Agreements, Grants and PILs
- 2 Deobligate unearmarked funds
- 3 Dispose of commodities

Specific Actions

- 1 a Draft, clear and send letter to GOR via Rwandan Ambassador to U S in Washington saying that USAID is unilaterally terminating the DAI contract and the project's sub-activities by July 8, 1994 or earlier and is taking custody of all commodities procured with USAID project funds
Action Agent PRM & ADO

- 1 b Draft, clear and send letters to DAI and other sub-implementors saying that USAID will not extend or is unilaterally terminating the contract and Cooperative Agreements by July 8, 1994 or earlier as the case may be for each commitment
Action Agent RCO, PRM & ADO
- 1 c Draft, clear and send letter to DAI and each sub-implementor requesting
 - revised proposed LOP budget up to June 30, 1994 or July 8, 1994 as the case may be and projected close out costs beyond those dates,
 - inventories with location of commodities,
 - final project activity status reports
 Action Agents ADO
- 1 d Draft, clear and issue the necessary documentation needed to continue the four participants completing training in the U S by 1996 or sooner as the case may be
Action Agent PDO & ADO
- 2 a Review and correct, as needed, USAID financial reports
Action Agents ADO & CONT
- 2 b Prepare and issue documents needed to decommit and de earmark excess funds
Action Agents ADO & CONT
- 2 c Prepare and issue deobligating documents
Action Agents ADO, PRM & CONT
- 3 a Draft, clear and issue letter to DAI and other sub-implementors notifying them that USAID is taking custody of all project commodities
Action Agent ADO & PRM
- 3 b Draft, clear and issue telegrams offering excess project commodities to other USAID Missions and projects
Action Agent ADO & PRM
- 3 c Draft, clear and issue documentation granting and/or transferring commodities to other projects
Action Agent ADO & PRM

Post-July 1994 Management Burden Activities are nearly all internal to USAID/Rwanda and the Regional Contracting Officer as they are taking unilateral decisions on the close-out and disposition of commodities and excess funds
Specific Action 3 c may require follow-up by PRM and EXO after July 1994

Outstanding Issues

- 1 DAI and other sub-implementors will need to eventually access its bank accounts in Kigali to retrieve their operating funds there. This may take several months depending on when one can get into Kigali safely and commercial operations (i.e. banks) start up.
Action Agent PRM & EXO
- 2 DAI and other sub-implementors will need to clear their accounts payable in Rwanda. Local staff and suppliers will need to be paid through either USAID or other partner.
Action Agent EXO
- 3 The four participants completing their work in the U.S. will need to make arrangements to remain in the U.S. until their safe return to Rwanda can be arranged.
Action Agent PDO
- 4 DAI and other sub-implementors' TA may seek reimbursement for the loss of personal effects. A determination will need to be made by RCO & PRM.
Action Agent RCO & PRM

RWANDA NATURAL RESOURCES MANAGEMENT PROJECT (696-0129) - STATUS APRIL 6, 1994

The goal of the Rwanda Natural Resources Management Project is reduced environmental degradation. The Project has five components. These are (1) natural forest management, (2) assistance in environmental planning and in the formulation of environmental policy (3) agroforestry and soil conservation, (4) integrated fish culture in the marais, and (5) training and research in marais management. Funds are budgeted for project management, including some long- and short-term technical assistance, training and commodity procurement. This project, with a PACD of December 31, 1996, was projected to have a total life-of-project funding of \$13,545,000, of which \$12,245,000 had been obligated, over a total of 7 years and 6 months. The project components' activities are expected to be completed by December 31, 1995. The only activity expected to continue into 1996 was that of completion of long-term training currently underway in the U S.

Project implementation was undertaken by several different agencies, responsibilities and funding is summarized as follows:

1. Natural Forest management

a. Conservation of Nyungwe Forest

Support for Nyungwe Forest conservation was provided principally through a Cooperative Agreement (696-0129-A-00-0003-00) with Wildlife Conservation Society (WCS). The total value of the Agreement was \$1,128,660, inclusive of \$200,000 provided through the centrally-funded NRMS project. Termination date of the Agreement was June 30, 1994, but a proposal for extension to December 31, 1995 and an increase in funding of \$402,000 was under review by USAID.

Some additional support was provided through a grant of \$72,010 (696-0129-G-SS-2008-00) to University of Wisconsin for the Frugivore Project. The term of this grant ended August 31, 1993.

b. Karisoké Research Center

A Cooperative Agreement (696-0129-A-00-0010-00) was established with the Dian Fossey Gorilla Fund, DFGF (previously Digit Fund) to support their activities in protection of mountain gorillas and their habitat in the Volcanoes National Park. The agreement value was \$370,000, with termination date of June 30, 1994. A proposal for extension of the agreement, to a revised termination date of December 31, 1995 had been reviewed by USAID.

Following a preliminary analysis of the proposals from both WCS and DFGF, ADO did not consider that extension of either Agreement should be undertaken without significant revision of the proposals.

2. Assistance in Environmental policy and planning

The project provided 26 months of technical assistance in development of an environmental strategy for Rwanda and in the establishment of a national environmental action plan. Planned future activities to be promoted by the Environmental Unit, with USAID-provided short-term technical assistance and limited operating funds, were to focus on further development of environmental legislation and mechanisms of enforcement.

3. Agroforestry and Soil Conservation

Soil Conservation and Agroforestry activities were carried out under a Cooperative Agreement (623-0129-A-00-1001-00) with Africare. The Agreement was extended until June 30, 1994, with a total funding USAID.

funding of \$1,633,218 Negotiation of an extension of Agreement to December 31, 1995 and increase in funding of \$321,782 to continue a revised and more focussed project was underway with REDSO/ESA/CON The objective of this component of the Natural Resources Management Project was to identify and promote soil conservation and agroforestry measures which would reduce soil erosion on degrading agricultural, pastoral and forest lands Following recommendations made by the project mid-term evaluation, soil conservation and agroforestry activities were revised, in order to achieve tangible impact during the life of project Implementation of this revised orientation began with the second cropping season of 1993

4 Integrated Fish Culture in the Marais

Following recommendations of the project's mid-term evaluation, USAID funding for applied research, fish culture extension and fish pond construction activities being implemented by the Service Pisciculture National (SPN) was discontinued at the end of 1993 Some support was to be provided during 1994 and 1995 for operating expenses of the National Fishculture Station at Kigembe in order to facilitate a transition to private operation

5 Research and Training in Marais Management

Research in marais management ended in December 1992, following the departure of the PSC irrigation engineer Training of an initial group of marais engineering technicians was completed in mid-1993 and a second group of 30 technicians was due to begin training in March 1994

6 Training

In addition to long-term overseas training in progress (three MS degrees in Agroforestry, Forestry and Fish Culture, and one MS/PhD in Fish Culture), the project has supported, and completed, one MS degree in Parks Management

Project Coordination

Primary responsibility for oversight of project implementation was vested in the Project Coordination Unit, managed by a long term resident advisor, provided under an institutional contract (623-0129-C-00-0035-00) with Development Alternatives Inc (DAI) Negotiations for extension of the institutional contract by 18 months from its existing termination date of June 30, 1994, to a new termination of December, 31, 1995 were underway between REDSO/ESA/CON and DAI

Recommendations for action, April 1994

The Rwanda Natural Resource Management Project has proven to be a complex and management intensive activity

The redesign undertaken following the mid-term evaluation emphasized the environmental policy and planning, and natural forest management activities consistent with the target of opportunity of biodiversity conservation identified in the current Rwanda CPSP It was assumed that activities in the area of biodiversity conservation would be continued in a follow-on project to be designed during 1994 Activities in Fish Culture, Training in Marais management and in agroforestry and soil conservation were oriented to phase-down and termination of USAID support by December 31, 1995

In view of the severe disruption to project implementation caused by the renewed fighting in Rwanda, ADO recommends that the existing Cooperative Agreements with Africare, DFGF and WCS, and the Institutional Contract with DAI be allowed to terminate on June 30, 1994 The remainder of the Contract/Agreement life should be used to close out and complete reports on

component activities

If circumstances allow support for biodiversity conservation activities in the future, such support should be provided through a new project specifically designed to address issues of biodiversity conservation

Further support for Fish Culture, Marais Training and Management, Soil Conservation and Agroforestry is not recommended as these are not areas of concern in the current Mission strategy

Summary of funding and action Agents, Rwanda NRMP

<u>Agent</u>	<u>Funding</u>	<u>Status</u>
WCS	Cooperative Agreement \$1,128,660	Termination 6/30/94
DFGF	Cooperative Agreement \$370,000	Termination 6/30/94
Africare	Cooperative Agreement \$1,633,218	Termination 6/30/94
DAI	Institutional Contract \$3,654,000	Termination 6/30/94* (PIOT extension w/REDSO)
DFGF	Grant \$30,000	Termination 8/31/94 (Reconstruction)
Morris Animal Foundation (MAF)	Grant \$50,250	Termination 8/31/94 (Reconstruction)
Univ Wisconsin	Grant \$72,010	Termination 8/31/93 (Frugivore Project)
AFRENA	Buy-in \$200,000	Ended - no billing
Viet Dong Trong	PSC \$180,000 ??	Ended 9/93
R Sikkens	PSC \$90,000 ???	Ended 12/92 (Request for \$6,000 expenses outstanding)
TR&D	IQC \$175,000 contract	Evaluation 11/92 \$142,000 billed (final voucher)

Status as of August 9, 1994

Project Name	PVO Support Project
Project Number	696-0136
PACD	09/30/98 (6-year project)
Authorized LOP Funding	\$10,000,000
Total Obligated to Date	\$7,500,000 (initial obl 08/31/92)
Total Committed to Date	\$7,063,527
Implementor	World Learning, Inc
Instrument	Cooperative Agreement, 11/10/93 - 05/31/98

Recommendation That the project terminates July 8, 1994

Close-Out Objectives

- 1 Terminate the Grant Agreement with the GOR effective July 8, 1994
- 2 Terminate the Cooperative Agreement with WLI effective July 8, 1994
- 3 Deobligate unearmarked funds
- 4 Dispose of commodities

Specific Actions (and status at July 31, 1994)

- 1 Draft, clear and send letter to GOR via Rwandan Ambassador to U S in Washington saying that USAID is unilaterally terminating the project effective July 8, 1994 and is taking ownership of all commodities procured with USAID project funds
Action Agent PRM & ADO

Status Completed letter sent and acknowledgement received

- 2 a Draft, clear and send letter to WLI saying that USAID is unilaterally terminating the Cooperative Agreement effective July 8, 1994
Action Agent RCO

Status Completed

- 2 b Draft, clear and send letter to WLI requesting
 - immediate transfer to USAID of project vehicle left in Bujumbura,
 - revised proposed LOP budget up to July 8, 1994 and projected close out costs beyond that date,
 - inventory with location of commodities,
 - list of commodities procured but not yet delivered to Rwanda,
 - final project activity status report,Action Agent ADO

Status Letter completed and sent to WLI All contractor actions requested are completed

- 3 a Review and correct, as needed, USAID financial reports
Action Agents ADO & CONT

Status In process

- 3 b Prepare and issue documents needed to decommit and de earmark excess funds
Action Agents ADO & CONT

Status Not started

- 3 c Prepare and issue deobligating documents
Action Agents ADO, PRM & CONT

Status Not started

- 4 a Draft, clear and issue letter to WLI notifying it that USAID is transferring title of those project commodities that were procured by WLI with project funds and were on route
Action Agent ADO

Status Completed Acknowledgement of receipt of transfer by WLI has been received by USAID

- 4 b Draft, clear and issue telegrams offering excess project commodities to other USAID Missions and projects, if any
Action Agent PRM & ADO

Status Not started

- 4 c Draft, clear and issue documentation granting and/or transferring commodities to other projects
Action Agent ADO & PRM

Status Not started

Post-July 1994 Management Burden Activities are nearly all internal to USAID/Rwanda and the RCO as they are taking unilateral decisions on the close-out and disposition of commodities and excess funds Specific Actions 3 a,b and c, 4 b and c may require follow-up by PRM and EXO after July 1994

Outstanding Issues

- 1 WLI will need to eventually access its bank accounts in Kigali to retrieve its operating funds there. This may take several months depending on when one can get into Kigali safely and commercial operations (i.e. banks) start up. **WLI will transfer authority for bank account management to USAID. USAID will close accounts (WLI has already provided account nos. and approximate balances to USAID - ref. WLI memo 7/20/94)**
- 2 WLI will need to clear its accounts payable in Rwanda. WLI should identify all outstanding local costs and, to the extent possible, arrange for payment of these costs through their local bank account. **Outstanding accounts are to be submitted (via SF 1034) to USAID for review. Payment will be made if vouchered expenses are adequately justified and consistent with costs identified in the WLI close-out budget.**
- 3 WLI TA may seek reimbursement for the loss of personal effects. A determination will need to be made by RCO & PRM. **A determination is in process. Contact person for this is Jim Corley, FA/PPE (703) 875-1453**

Status as of June 30, 1994

Project Name PVO Support Project
Project Number 696-0136
PACD 09/30/98 (6-year project)
Authorized LOP Funding \$10,000,000
Total Obligated to Date \$7,500,000 (initial obl 08/31/92)
Total Committed to Date \$7,063,527

Implementor World Learning, Inc
Instrument Cooperative Agreement, 11/10/93 - 05/31/98

Recommendation That the project terminates July 8, 1994

Close-Out Objectives

- 1 Terminate the Grant Agreement with the GOR effective July 8, 1994
- 2 Terminate the Cooperative Agreement with WLI effective July 08, 1994
- 3 Deobligate unearmarked funds
- 4 Dispose of commodities

Specific Actions

- 1 Draft, clear and send letter to GOR via Rwandan Ambassador to U S in Washington saying that USAID is unilaterally terminating the project effective July 8, 1994 and is taking ownership of all commodities procured with USAID project funds
Action Agent PRM & ADO

- 2 a Draft, clear and send letter to WLI saying that USAID is unilaterally terminating the Cooperative Agreement effective July 8, 1994
Action Agent RCO

- 2 b Draft, clear and send letter to WLI requesting
 - immediate transfer to USAID of project vehicle left in Bujumbura,
 - revised proposed LOP budget up to July 8, 1994 and projected close out costs beyond that date,
 - inventory with location of commodities,
 - list of commodities procured but not yet delivered to Rwanda,
 - final project activity status report,Action Agent ADO

- 3 a Review and correct, as needed, USAID financial reports
Action Agents ADO & CONT

- 3 b Prepare and issue documents needed to decommit and de earmark excess funds

Action Agents ADO & CONT

- 3 c Prepare and issue deobligating documents
Action Agents ADO, PRM & CONT
- 4 a Draft, clear and issue letter to WLI notifying it that USAID is transferring title of those project commodities that were procured by WLI with project funds and were on route
Action Agent ADO
- 4 b Draft, clear and issue telegrams offering excess project commodities to other USAID Missions and projects, if any
Action Agent PRM & ADO
- 4 c Draft, clear and issue documentation granting and/or transferring commodities to other projects
Action Agent ADO & PRM

Post-July 1994 Management Burden Activities are nearly all internal to USAID/Rwanda and the RCO as they are taking unilateral decisions on the close-out and disposition of commodities and excess funds. Specific Action 4 c may require follow-up by PRM and EXO after July 1994

Outstanding Issues

- 1 WLI will need to eventually access its bank accounts in Kigali to retrieve its operating funds there. This may take several months depending on when one can get into Kigali safely and commercial operations (i.e. banks) start up
Action Agent PRM & EXO
- 2 WLI will need to clear its accounts payable in Rwanda. Local staff and suppliers will need to be paid through either USAID or other partner
Action Agent EXO
- 3 WLI TA may seek reimbursement for the loss of personal effects. A determination will need to be made by RCO & PRM
Action Agent RCO & PRM

Status of Project Activities as of April 1994

The project's purpose is two-fold to expand the amount and increase the impact of PVO/NGO enterprise, cooperative and association development programs undertaking income generating activities in key non-farm sectors such as manufacturing, commerce, services and transport with a special emphasis on agricultural processing and marketing, and to strengthen the institutional capacity of Rwandan NGOs to work more effectively with medium- and smaller-scale enterprises, associations and cooperatives in the delivery of business and financial services and entrepreneurial training in these key sectors

Following the signing of Cooperative Agreement No 623-0136-A-00-3199-00 with World Learning International on 11/10/93, Long-term technical assistance arrived in Rwanda to initiate the start-up of the project. The technical team developed an operations manual and a life-of-project work plan to guide and control the project's activities. By April 1994, the team had also completed a series of workshops to introduce the project, its purpose and its mode of operation to PVOs and local NGOs. These workshops were held in Kigali, Gyseni, and Butare in 1994. The project had not awarded any sub-grants prior to the April outbreak of war.

Numerous commodities had been procured and delivered to the project while others were in transit to Rwanda. Four Jeeps, two sets of house furniture and appliances, and computers and photo copy machine were among the high value commodities procured and delivered. Some computer equipment was in transit at London.

The project had also leased office space and two houses. Local staff were also hired.

Summary of Project Financial Status as of April 1994

06/30/94

<u>Line Item</u>	<u>LOP Budget</u>	<u>Obligated</u>	<u>Committed</u>	<u>Expenditures</u>	<u>Unearmarked</u>
1 Coop Agree & Support		2 590 000	2,355,044	642,267	1 947,733
2 DAGs		3,200,000	3,200,000	0	3,200,000
3 IDGs		1,510,000	1,510,000	0	1,510,000
4 Eval/Audit		200 000	0	0	200,000
TOTAL	10,000,000	7,500,000	7 065,044	642,267	6,857,733

B \rwa_cis1 ado

U S Government
MEMORANDUM

Date July 27, 1994

To REDSO/ESA/RCO, Kim Kester

From USAID/Rwanda, A/DIR, Kurt Fuller 

Subject PVO Support Project, 696-0136
 Cooperative Agreement No
 Mission comments on World Learning's Proposed close-out budget

Reference Attached package from WLI, date July 7, 1994, containing projected close-out budget and inventory

Summary and Conclusions Mission has completed its review of the referenced budget and inventory and hereby provides its comments

- 1 Mission has accepted the custodianship of the project commodities Please refer to USAID/R letter date July 12, 1994 from A/DIR DDijkerman to WLI Director Bonnie Ricci (Copy faxed to RCO 07/12/94)
- 2 Mission concludes that the proposed budget is acceptable and recommends REDSO/ESA/RCO move forward with negotiations with WLI for a final agreement However, travel costs for both TA from Nairobi to Washington, DC should be added to the budget

Mission Comments On

1 The Inventory

- a Mission has faxed to RCO a copy of the letter accepting USAID custody of project commodities
- b Mission intends to issue a letter to WLI granting it custody of those project commodities which are outside Rwanda A draft of this letter has been faxed to RCO for clearance on 07/13/94
- c Mission intends to dispose of the project commodities in Rwanda once it is able to return

2 The Budget

- a Please note that just as in the DIG Project budget, the PVO budget also excludes the TA's travel costs from Nairobi to Washington, DC These costs should be added to the budget Given that this travel has already taken place, WLI should have exact costs
- b The need to ship HHE and POV may not occur as it appears that this property may have been lost However, the costs should be allowed to remain in the budget for now until we are certain of what has really happened in Kigali
- c USAID/W is working on the issue as to whether or not WLI TA can be reimbursed for the loss of personal effects There has been no determination as of now In the event that reimbursement is approved, lost effects could then be reimbursed out of the Shipping/storage line item
- d Regarding the payment of local staff, USAID expects that WLI will hold the checks

and pay stubs until the staff can be paid when USAID returns to Rwanda USAID would deliver such check to the staff If USAID cannot deliver the checks by the end of September, 1994, WLI will cancel them, return the funds to USAID who, in turn, will take care of pay the staff at a later date

- e The subgrant funds of \$5.5 million were never touched and can be immediately decommitted along with whatever other funds RCO determines to be in excess of needs including close-out needs

Other Matters FYI

1 USAID has requested WLI to provide copies of its office and house leases to facilitate their close-out when USAID returns to Kigali

2 WLI is also to provide USAID with Kigali bank account numbers and authorization to close such accounts when it returns to Kigali

Attachment PVO Support Project Budget and inventory

DRAFT ADO KFuller

07/15/94

CLEARANCES

A/DIR DWDijkerman (Sub H)
PRM LDouris
CONT GHemphill (info)
EXO RReddy
AFR/EA/RB LLloyd (info)

copy

RWANDA PVO PROJECT CLOSE-OUT EXPENDITURES

World Learning Incorporated

Cooperative Agreement # 623 0136 A 00 3199 00

	LOP Budget	Grant Exp Rept 5/94	March	April	May	June	Total to 6/30/94	July 1 8	Severance	Medical	Vacation	Bonus	End of service	Survivor benefits 1	Terminatn costs 2	Total Max
SALARIES	\$807,512	\$42,997	\$4,133	\$4,133	\$4,133	\$12,478	\$67,875	\$5,326	\$11,308	\$2,254	\$5,825	\$775	\$1,489	\$13,668	\$1,293	\$109,812
1 Local Hire																
Callixte MUKARAGE			\$249	\$249	\$249	\$249		\$70	\$249	\$282	\$32	\$56	\$51	\$889		
Camille KARANGANWA			\$1 020	\$1 020	\$1 020	\$1 020		\$285	\$1 020	\$282	\$236	\$178	\$378	\$3 200		
Esperance NYIRAHAVUGIMANA			\$406	\$406	\$406	\$406		\$113	\$406	\$282	\$75	\$73	\$150	\$1 360		
Gaspard KAMUGUNDU			\$249	\$249	\$249	\$249		\$70	\$249	\$282	\$46	\$38	\$92	\$889		
Bernardine MUKARARANGWA			\$715	\$715	\$715	\$715		\$200	\$715	\$282	\$132	\$122	\$265	\$2 287		
Jacqueline MUTEMBAYIRE			\$645	\$645	\$645	\$645		\$180	\$645	\$282	\$119	\$103	\$239	\$2 076		
Beata KAGOYIRE			\$645	\$645	\$645	\$645		\$180	\$645	\$282	\$179	\$155	\$239	\$2 076		
Angelique MUKAMITALI			\$143	\$143	\$143	\$143		\$40	\$143	\$141	\$27	\$25	\$53	\$571		
Hamsa			\$60	\$60	\$60	\$60		\$17	\$60	\$141	\$11	\$25	\$22	\$320		
2 Expatriate																
Alan Miller						\$6 622		\$3 311	\$7 174		\$4 967					
3 Home Office																
Admin						\$1 722		\$861							\$1 293	
1 FRINGE	\$235,942	\$6,624	\$827	\$827	\$827	\$2,746	\$11,850	\$1,190							\$297	\$12,147
III TRAVEL/TRANSPORT	\$176,645	\$15,728		\$2,490	\$990	\$990	\$20,198	\$1,228								\$21,428
1 International travel																
Alan Miller Buj Kenya				\$1 500												
K - DC																
2 US Travel																
Alan Miller DC California								\$700								
1 US per diem (SEA)																
Alan Miller				\$990	\$990	\$990		\$528								

202

RWANDA PVO PROJECT CLOSE-OUT EXPENDITURES

World Learning Incorporated
 Cooperative Agreement # 623 0136 A 00 3199 00

	LOP Budget	Grant Exp Rept 5/94	March	April	May	June	Total to 6/30/94	July 1 8	Severance	Medical	Vacation	Bonus	End of service	Suvvor benefits 1	Terminatn costs 2	Total Max
IV ALLOWANCES	\$284,405	\$50,392		\$525	\$525	\$525	\$51,967	\$79,413								\$131,380
1 Shipping/storage																
Shipping HHE Miller																\$27 500
Shipping POV Miller																\$7 500
Shipping HHE Berry																\$40 000
Shipping POV Berry port door																\$4 250
2 Housing																
COP Residence																
Rent pd till 9/94 @ \$600/month																
Utilities \$100/mo				\$100	\$100	\$100	\$100									\$50
Guard service \$425/mo				\$425	\$425	\$425	\$425									\$113
V VEHIC/EQUIP/FURNIT	\$212,070	\$30,128		\$5,811	\$25	\$105	\$36,069									\$38,069
1 Furniture																
Verma desks & chairs				\$3,768												
Pascal Nzakno-partitions				\$306												
CONETAS generator installation				\$1 712												
2 Equipment																
Computer Storage in Virginia				\$25	\$25	\$25										
Computer Shipping to vendor						\$80										
VI TRNG/TA/WORKSHOPS	\$240,665	\$21,374		\$2,500			\$23,874									\$23,874
Butare seminar				\$2 500												

322

RWANDA PVO PROJECT CLOSE-OUT EXPENDITURES
 World Learning Incorporated
 Cooperative Agreement # 623 0136 A 00 3199 00

	LOP Budget	Grant Exp Rept 5/94	March	April	May	June	Total to 6/30/94	July 1 8	Severance	Medical	Vacation	Bonus	End of service	Survivor benefits 1	Terminatn costs 2	Total Max
VII OTHER DIRECT COSTS	\$468,993	\$32,945		\$1,300	\$600	\$1,000	\$35,845	\$17,403							\$1,400	\$54,648
1 Med exams close of service								\$300								
2 Communications																
Telephone Rwanda			\$500	\$500												
Telephone WLI				\$200	\$200	\$200	\$300	\$200							\$300	
3 Mail/Courrier							\$100	\$100								
4 Copying							\$100	\$100							\$100	
5 Office Rent																
Monthly rate \$853 pd till 12/94																
Utilities @ \$400/month				\$600	\$400	\$400										
6 Bank Service Charges								\$400								
7 Foreign Exchange Loss																
Banque Kigali (FRW)								\$9 918								
BCR (\$)								\$5 923								
Petty Cash								\$462								
9 Audit															\$1 000	
VIII INDIRECT COSTS	\$557,632	\$24,207	\$2,327	\$2,327	\$2,327	\$7,025	\$38,213	\$2,998								\$41,212
X SUBCONTRACT MSI	\$1,506,136	\$85,997	\$181	\$4,323	\$13,976	\$11,651	\$116,128	\$12,893	\$4,232		\$1,411					\$134,663
1 Labor																
Ex patriate						\$3 500		\$950	\$3 500		\$1 167					
Home office						\$450		\$200								
Fringe Benefits Field						\$808		\$219								
Fringe Benefits Home						\$158		\$70								
Overhead						\$1 770		\$518								
1 International Travel																
John Berry Buj Kenya				\$1 500												
Carol Berry Buj Kenya				\$1 500												

K-DC - 2?

303

RWANDA PVO PROJECT CLOSE-OUT EXPENDITURES

World Learning Incorporated
Cooperative Agreement # 623 0136 A 00 3199 00

	LOP Budget	Grant Exp Rept 5/94	March	April	May	June	Total to 6/30/94	July 1 8	Severance	Medical	Vacation	Bonus	End of service	Survivor benefits 1	Terminatn costs 2	Total Max
2 US Travel																
John Berry DC-California																\$700
Carol Berry DC-California																\$700
3 US per diem (SEA)																
John and Carol Berry							\$2 376									\$634
4 Shipping/Storage																
Storage POV Berry																\$575
Storage HHE Berry			\$50	\$50	\$50	\$50										\$5
Drayage HHE and POV Berry																\$480
5 Rent																
DCOP residence																
Rent pd till 10/94 @ \$600/month																
Utilities \$100/mo			\$100	\$100	\$100	\$100										\$50
Guard service \$425/mo				\$425	\$425	\$425										\$213
6 Med Exams, Close of Service																\$600
7 Bank Service Charges																
8 Foreign Exchange Loss																
Banque de Kigali (US\$)																\$4 500
Banque de Kigali (FRW)																\$250
9 G&A			\$20	\$465	\$75	\$1 253		\$1 386	\$455				\$152			
10 Fee			\$12	\$283	\$45	\$762		\$843	\$277				\$92			
X SUBGRANTS	\$5,500,000	\$0						\$0								\$0
TOTAL EST COST	\$9,050,000	\$310,392	\$7,469	\$24,236	\$23,404	\$36,519	\$402,019	\$120,452	\$15,539	\$2,254	\$7,236	\$775	\$1,489	\$13,668	\$2,990	\$565,231

NOTES

1 Local hire staff will receive either their authorized salary or their family will receive survivors benefits

2 Termination costs include close out expenses for home office support staff communications copying and audit through September 30 1994 as authorized by Kim Kester in fax of 28 June 1994

304

Status as of June 15, 1994

Project Name Maternal and Child Health/Family Planning II Project
Project Number 696-0128
Project Purpose To expand and improve the delivery and use of family planning information and services in Rwanda through both the public and private sectors
PACD September 30, 1995
Prime Implementor Management Sciences for Health
Instrument Contract, November 15, 1990 - November 15, 1994
Award \$2,629,195
Committed Amount
Sub-implementors INTRAH/North Carolina
SEATS/John Snow, Inc
JHPIEGO/Johns Hopkins
SOMARC/The Futures Group
POPTech/Basic Health Management
RAPID/The Futures Group
MACRO/DHS
Population Reference Bureau
Assoc Vol Surgical Contraception
Population Council
Instrument Buy-ins, Add-ons, OYB transfers
Award Various
Committed Amount Various

Recommendation That the Project, Contract and other contracting mechanisms be terminated
-- That the management contract with Management Sciences for Health (MSH) be terminated on July 8, 1994
-- That all buy-ins and centrally funded mechanisms be terminated by July 8, 1994 as well

Financial Obligations

Total obligated to date \$9,572,810
plus \$1,320,190 OYB transfer for contraceptives
Estimated Amount to Deobligate from the Project \$1,897,982 [CONT Help!]
Timing of Deobligation of Project TBD--Dependent on decision on Participants

Legal Actions That the GOR, MSH and other implementors be notified that the Project will be terminated on July 8, 1994

Disposition of Commodities That, after the project inventories of non-expendable

- and expendable goods and project leases are turned over to USAID/R,
- the new commodities not yet delivered to the Project in Rwanda be distributed to other projects needing them (MSH to MSH or INTRAH to INTRAH, for example) and willing to reimburse the MCH/FP II project for those commodities, if it does not appear feasible or cost-effective to return them to vendors
 - vehicles (10) were all in the hands of the GOR on 4/6/94

Post-July 1994 Management Burden Actions include,

- Participant training Most likely none if we can confirm that all training will be completed as of 8/31/94
- Administratively approve remaining and final voucher(s)
- When the Embassy in Kigali reopens
 - ensure Embassy packs out remaining HHE/POV of TA,
 - provide severance payments to remaining MSH/Kigali staff,
 - secure and reallocate remaining project commodities, and
 - terminate leases, once commodities are secured

Outstanding Issues

- Participant training Two short-term (finished second week of April) and three long-term participants in the U S Participants need to be officially informed of their status, post-training, well in advance so that they can apply for Temporary Protective Status ACTION PDO/OIT
- Post contract management Who handles this? USAID Rep or REDSO? ACTION REDSO/CO & EXO
- Should we do another OYB transfer to G/POP if AIDSCAP needs more?

Actions

- Act as intermediary between contractor and contracts officer ACTION HPO
- Receive letter from contractors to hand over commodities to USAID Receive letter ACTION PDO, HPO
- Memo from Project officer to CTOs on project termination and re-programming of funds ACTION HPO after meeting with OP 6/15
- Meet to receive formally inventories and end-of-project reports from contractors ACTION HPO
- Draft letter to GOR advising action on contract termination, commodities disposition and eventual project termination ACTION PDO
- Determine who has title to commodities and inform GOR accordingly ACTION HPO
- Work on budgets and projected expenditures for proposal to contracts officer ACTION Contractors
- Contact G/POP/CPSD for contraceptives balance and determine a logical distribution to AIDSCAP and others (AIDSCAP with first priority) Prepare memo documenting process Keep AFR/DP in the loop (particularly on items over \$100,000) ACTION HPO

Project Status as of April 6, 1994

The goal of this project is to increase the use of modern contraceptives while increasing the awareness of Rwandan couples of the need to practice family planning

This project has made significant progress in achieving its objectives. As a follow-on to MCH/FP (1981-1989) it has provided technical assistance, training and material and financial resources to the National Population Office (ONAPO) and the Ministry of Health (MINISANTE) so that the National Population Policy can be implemented

Contraceptive prevalence increased from about 3-4 percent in 1988 to a documented 12.9 percent in 1992. The total fertility rate decreased from about 8.5 in 1983 to 6.2 in 1992. All health centers in the country offered modern contraceptive services

There are three long-term training participants in the United States funded through the institutional contract with MSH

The Demographic and Health Survey (DHS) has just been published and contains a wealth of data that should become very useful when the current situation stabilizes

While awaiting a more favorable development climate, contractors working on the project are being informed to suspend all activities until further notice while keeping staff on board on evacuation status

ONAPO and its Director are strongly associated with the former single party state and the MRND. Many of her most talented staff began leaving ONAPO when the political system began liberalizing in 1991-2. Her management style is autocratic and politically oriented and she surrounded herself with inefficient clerical-types rather than efficient technicians. Prior to 1992 she had done much to advance the cause of the Rwandan population program

MEMORANDUM

DATE July 7, 1993
FROM Bill Martin, USAID/Rwanda/HPO *WBM*
SUBJECT Project Close-outs
TO Rodney Knight, DHS III CTO
Amanda Glassman, DHS III CTO

From conversations that the Mission has had with the Washington Office of Procurement (O/P), it is our understanding that MACRO has received, or will soon receive, a letter from that Office informing it officially that all activity on the Rwanda buy-in to the DHS III Project is to end o/a July 8, 1994. O/P's intention is to ensure that all activities are terminated, that only disbursements related to project close-out will be permitted and that it will request a proposal as to how MACRO intends to go about closing the buy-in down. My assumption is that MACRO has already gone far in making this a reality since the activity was virtually complete and, therefore, much easier to wrap-up than most of the USAID/Rwanda buy-ins. We have received copies of the Rwanda DHS and have asked them to hold the remaining copies in storage for the Rwandan government until the situation stabilizes. I would think that this data will be very useful for the new administration.

Because this activity is a discrete contractual delivery order, it is our understanding that a rational closeout of Project disbursements will occur and funds will eventually be de-earmarked and de-obligated.

In the unlikely case that there are project costs still to be incurred, MACRO will need to program for these if there are any that will extend beyond July 8. These would include any costs incurred prior to April 9, 1994 (the date that the post was evacuated) that have not yet been paid - outstanding bills to U S vendors or Rwandan merchants would be examples. When estimating such costs, MACRO should do so on the high side because once money is reprogrammed away from Rwanda it may be difficult to get any back to pay off any claims not foreseen, no matter how legitimate.

Would you please ask MACRO to prepare a brief final report on its activities under the MCH/FP II Project? It should include a

financial report and the close-out budget, as well as an inventory of expendable items purchased and their location (if known) When completed, please have MACRO pass a copy of this final report on to the Mission, preferably prior July 31, 1994

Please contact me if you have any questions

Also, please thank MACRO for its efforts, both before and since the terrible tragedy that has befallen Rwanda It is unfortunate that all our work has come to such an untimely end I was very pleased to have worked with the MACRO team, specifically Juan Schoemaker and Jeanne Cushing They were professional in every aspect of their work

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Tom Bordone, M/OP/A/P
Jim Govan, AFR/DP

MEMORANDUM

DATE July 7, 1993
FROM Bill Martin, USAID/Rwanda/HPO *WBW*
SUBJECT Project Close-outs
TO Ellen Starbird, RAPID CTO

From conversations that the Mission has had with the Washington Office of Procurement (O/P), it is our understanding that The Futures Group (TFG) has received, or will soon receive, a letter from that Office informing it officially that all activity on the Rwanda buy-in to the RAPID Project is to end o/a July 8, 1994. O/P's intention is to ensure that all activities are terminated, that only disbursements related to project close-out will be permitted and that it will request a proposal as to how TFG intends to go about closing the buy-in down. My assumption is that TFG has already gone far in making this a reality since the activity was truly a discrete activity, was only just beginning and is, therefore, much easier to wrap-up than most of the USAID/Rwanda buy-ins.

Because this activity is a discrete, contractual delivery order, it is our understanding that a rational closeout of Project disbursements will occur and funds will eventually be de-earmarked and de-obligated.

In the unlikely case that there are project costs still to be incurred, TFG will need to program for these if there are any that will extend beyond July 8. These would include any costs incurred prior to April 9, 1994 (the date that the post was evacuated) that have not yet been paid - outstanding bills to U S vendors or Rwandan merchants would be examples. When estimating such costs, TFG should do so on the high side because once money is reprogrammed away from Rwanda it may be difficult to get any back to pay off any claims not foreseen, no matter how legitimate.

Would you please ask TFG to prepare a brief, final report on its activities under the MCH/FP II Project? In this case, it would be a short summary of any activities started under the buy-in. Any other reports may be attached as annexes. It should include a financial report and the close-out budget, as well as an

inventory of expendable items purchased and their location (if known) When completed, please have TFG pass a copy of this final report on to the Mission, preferably prior July 31, 1994

Please contact me if you have any questions

Also, please thank The Futures Group for its efforts, both before and since the terrible tragedy that has befallen Rwanda It is unfortunate that all our work has come to such an untimely end I was very pleased to have worked with the team of Mary Scott and John May

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Tom Bordone, M/OP/A/P
Jim Govan, AFR/DP

MEMORANDUM

DATE July 7, 1993
FROM Bill Martin, USAID/Rwanda/HPO *WBH*
SUBJECT Project Close-outs
TO Jim Cummiskey, POPTECH CTO

From conversations that the Mission has had with the Washington Office of Procurement (O/P), it is our understanding that Basic Health Management (BHM) has received, or will soon receive, a letter from that Office informing it officially that all activity on the Rwanda buy-in to the POPTECH Project is to end o/a July 8, 1994. O/P's intention is to ensure that all activities are terminated, that only disbursements related to project close-out will be permitted and that it will request a proposal as to how BHM intends to go about closing the buy-in down. My assumption is that BHM has already gone far in making this a reality (if it hasn't already completed it) since the activity was truly a discrete activity and much easier to wrap-up than most of the USAID/Rwanda buy-ins.

Because this activity is a discrete contractual delivery order, it is our understanding that a rational closeout of Project disbursements will occur and funds will eventually be de-earmarked and de-obligated.

In the unlikely case that there are project costs still to be incurred, BHM will need to program for these if there are any that will extend beyond July 8. These would include any costs incurred prior to April 9, 1994 (the date that the post was evacuated) that have not yet been paid - outstanding bills to U S vendors or Rwandan merchants would be examples. When estimating such costs, BHM should do so on the high side because once money is reprogrammed away from Rwanda it may be difficult to get any back to pay off any claims not foreseen, no matter how legitimate.

Would you please ask BHM to prepare a brief final report on its evaluation activities under the MCH/FP II Project? In this case, this would entail finalizing the evaluation that has already been submitted in draft. Other reports may be attached as annexes. It should include a financial report and the close-out budget, as

well as an inventory of expendable items purchased and their location (if known) When completed, please have BHM pass a copy of this final report on to the Mission, preferably prior July 31, 1994

Please contact me if you have any questions

Also, please thank Basic Health Management for its efforts, both before and since the terrible tragedy that has befallen Rwanda. It is unfortunate that all our work has come to such an untimely end. I was very pleased to have worked with the team of Bill Bair, Susan Plopper and Jean LeCompte, who were doing an excellent job in performing their difficult scope of work.

Thanks, Jim

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Tom Bordone, M/OP/A/P
Jim Govan, AFR/DP

MEMORANDUM

DATE July 7, 1993
FROM Bill Martin, USAID/Rwanda/HPO *WBM*
SUBJECT Project Close-outs
TO Lori Ashford, Population Reference Bureau Project CTO

From conversations that the Mission has had with the Washington Office of Procurement (O/P), it is our understanding that PRB has received, or will soon receive, a letter from that Office informing it officially that all activity on the Rwanda add-on to the PRB Cooperative Agreement is to end o/a July 8, 1994

Because the money was committed to the Cooperative Agreement, it is our understanding that it will remain with PRB for use in Africa. USAID/Rwanda would prefer that PRB use these funds for a project similar to that described in the Rwanda add-on and that, if possible, the money remain in the region. If the remaining balance of unexpended funds exceeds \$100,000 both O/P and the Mission request that you and PRB include AFR/DP in the decision on how to reprogram these funds

In the case that there are project costs still to be incurred, PRB will need to program for these if there are any that will extend beyond July 8. These would include any costs incurred prior to April 9, 1994 (the date that the post was evacuated) that have not yet been paid - outstanding bills to U S vendors or Rwandan merchants would be examples. When estimating such costs, PRB should do so on the high side because once money is reprogrammed away from Rwanda it may be difficult to get any back to pay off any claims not foreseen, no matter how legitimate

Would you please ask PRB to prepare a brief, final report on its activities under the MCH/FP II Project? It should include a financial report and the close-out budget, as well as an inventory of expendable items purchased and their location (if known). When completed, please have PRB pass a copy of this final report on to the Mission, preferably prior July 31, 1994

Lori, I do not envision a problem with this since the activity had not yet started in Rwanda. However, there were probably some activities and expenses that occurred stateside in preparation for

field implementation. If not, the final reporting documentation should be easy to put together. Please contact me if you have any questions.

Also, please thank PRB for its efforts, both before and since the terrible tragedy that has befallen Rwanda. It is unfortunate that all our work has come to such an untimely end. I was very pleased to have worked with the PRB team, specifically Rhonda Smith. She was professional in every aspect of her work.

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Tom Bordone, M/OP/A/P
Jim Govan, AFR/DP

MEMORANDUM

DATE July 7, 1993
FROM Bill Martin, USAID/Rwanda/HPO *WBM*
SUBJECT Project Close-outs
TO John Rose, AVSC Project CTO

From conversations that the Mission has had with the Washington Office of Procurement (O/P), it is our understanding that AVSC has received, or will soon receive, a letter from that Office informing it officially that all activity on the Rwanda add-on to the AVSC Cooperative Agreement is to end o/a July 8, 1994

Because the money was committed to the Cooperative Agreement, it is our understanding that it will remain with AVSC for use in Africa USAID/Rwanda would prefer that AVSC use these funds for a project similar to that described in the Rwanda add-on and that, if possible, the money remain in the region. If the remaining balance of unexpended funds exceeds \$100,000 both O/P and the Mission request that you and AVSC include AFR/DP in the decision on how to reprogram these funds

In the unlikely case that there are project costs still to be incurred, AVSC will need to program for these if there are any that will extend beyond July 8. These would include any costs incurred prior to April 9, 1994 (the date that the post was evacuated) that have not yet been paid - outstanding bills to U S vendors or Rwandan merchants would be examples. When estimating such costs, AVSC should do so on the high side because once money is reprogrammed away from Rwanda it may be difficult to get any back to pay off any claims not foreseen, no matter how legitimate

Would you please ask AVSC to prepare a brief, final report on its activities under the MCH/FP II Project? This would include both add-on activities that AVSC implemented in Rwanda under this project. It should include financial reports and close-out budgets, as well as an inventory of expendable items purchased and their location (if known). When completed, please have AVSC pass a copy of this final report on to the Mission, preferably prior July 31, 1994

Note that we have received a status report from Beverly Ben Salem (5/18/94), as requested, as well as an "End of Project Assessment Report" (5/16/94) completed by AVSC's regional office. Both of these documents were appreciated and include much of the information requested above on the second add-on activity.

John, I do not envision much of a problem with this since the second activity had not yet started in Rwanda. However, there may be some additional activities and expenses that occurred stateside since Ben Salem's letter of 5/18. If not, the final reporting documentation should be easy to put together. Please contact me if you have any questions.

Also, please thank AVSC for its efforts, both before and since the terrible tragedy that has befallen Rwanda. It is unfortunate that all our work has come to such an untimely end. I was very pleased to have worked with the AVSC team, particularly Tamí Smith, Eví Landry, Joseph Dwyer and Beverly Ben Salem.

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Tom Bordone, M/OP/A/P
Jim Govan, AFR/DP

MEMORANDUM

DATE July 7, 1993
FROM Bill Martin, USAID/Rwanda/HPO *WBM*
SUBJECT Project Close-outs
TO Felice Apter, The Population Council Project CTO

From conversations that the Mission has had with the Washington Office of Procurement (O/P), it is our understanding that Population Council has received, or will soon receive, a letter from that Office informing it officially that all activity on the Rwanda add-on to the Population Council Cooperative Agreement is to end o/a July 8, 1994

Because the money was committed to the Cooperative Agreement, it is our understanding that it will remain with Population Council for use in Africa. USAID/Rwanda would prefer that Population Council use these funds for a project similar to that described in the Rwanda add-on and that, if possible, the money remain in the region. Would you please inform the Mission and AFR/DP of the decision you and the Council make on how to reprogram these funds?

In the unlikely case that there are project costs still to be incurred, Population Council will need to program for these if there are any that will extend beyond July 8. These would include any costs incurred prior to April 9, 1994 (the date that the post was evacuated) that have not yet been paid - outstanding bills to U S vendors or Rwandan merchants would be examples. When estimating such costs, Population Council should do so on the high side because once money is reprogrammed away from Rwanda it may be difficult to get any back to pay off any claims not foreseen, no matter how legitimate.

Would you please ask Population Council to prepare a brief, final report on its activities under the MCH/FP II Project? It should include a financial report and the close-out budget (if any), as well as an inventory of expendable items purchased and their location (if known). When completed, please have Population Council pass a copy of this final report on to the Mission, preferably prior to July 31, 1994. In recent communication with Martha Brady at the Population Council, she confirmed that a

final report was still due to USAID (a draft report had been forwarded that the Mission found unacceptable)

Please contact me if you have any questions

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Tom Bordone, M/OP/A/P
Jim Govan, AFR/DP

MEMORANDUM

DATE July 7, 1993
FROM Bill Martin, USAID/Rwanda/HPO *WBW*
SUBJECT Project Close-outs
TO Tom Morris, CSM III CTO

From conversations that the Mission has had with the Washington Office of Procurement (O/P), it is our understanding that The Futures Group (TFG) has received, or will soon receive, a letter from that Office informing it officially that all activity on the Rwanda buy-in to the CSM III Project is to end o/a July 8, 1994. O/P's intention is to ensure that all activities are terminated, that only disbursements related to project close-out will be permitted and that it will request a proposal as to how TFG intends to go about closing the buy-in down. My assumption is that they have already gone far in making this a reality since the activity was in the process of closing out when the Rwandan hostilities commenced.

Because this activity is a discrete contractual delivery order, it is our understanding that a rational closeout of Project disbursements will occur and funds will eventually be de-earmarked and de-obligated.

In the case that there are project costs still to be incurred, TFG will need to program for these if there are any that will extend beyond July 8. These would include any costs incurred prior to April 9, 1994 (the date that the post was evacuated) that have not yet been paid - outstanding bills to U S vendors or Rwandan merchants would be examples. When estimating such costs, TFG should do so on the high side because once money is reprogrammed away from Rwanda it may be difficult to get any back to pay off any claims not foreseen, no matter how legitimate.

Would you please ask TFG to prepare a brief final report on CSM III activities under the MCH/FP II Project? (Note that we did receive the final trip report.) This could be a brief summary report with the existing longer reports attached as annexes. It should include a financial report and the close-out budget, as well as an inventory of expendable items purchased and their location (if known). When completed, please have TFG pass a copy

of this final report on to the Mission, preferably prior July 31, 1994

Please contact me if you have any questions

Also, please thank The Futures Group for its efforts, both before and since the terrible tragedy that has befallen Rwanda. It is unfortunate that all our work has come to such an untimely end. I was very pleased to have worked with Luis Rodriguez, who was on TDY in Rwanda when the hostilities commenced. He is a talented individual and should continue to contribute to social marketing in the Africa region.

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Tom Bordone, M/OP/A/P
Jim Govan, AFR/DP

MEMORANDUM

DATE July 7, 1993
FROM Bill Martin, USAID/Rwanda/HPO *WBM*
SUBJECT Project Close-outs
TO Bonnie Pedersen, SEATS CTO

From conversations that the Mission has had with the Washington Office of Procurement (O/P), it is our understanding that the SEATS Project has received, or will soon receive, a letter from that Office informing it officially that all activity on the Rwanda buy-in and centrally funded activities to the SEATS Project are to end o/a July 8, 1994. O/P's intention is to ensure that all activities are terminated, that only disbursements related to project close-out will be permitted and that it will request a proposal as to how SEATS intends to go about closing the buy-in down. My assumption is that SEATS has already gone far in making this a reality.

Because the buy-in is a discrete contractual delivery order, it is our understanding that a rational closeout of Project disbursements will occur and funds will eventually be de-earmarked and de-obligated. SEATS will need to program for close-out costs if there are any that will extend beyond July 8. These would include any costs incurred prior to April 9, 1994 (the date that the post was evacuated) that have not yet been paid - outstanding bills to U S vendors or Rwandan merchants would be examples. When estimating such costs, SEATS should do so on the high side because once money is reprogrammed away from Rwanda it may be difficult to get any back to pay off any claims not foreseen, no matter how legitimate.

For the centrally funded activity, it is our understanding that the decision will be left up to you, as the CTO, to determine how to reprogram any leftover funds once the close-out disbursements are completed. As a Mission, we would hope that these resources can be kept in the region.

Would you please ask SEATS to prepare brief final reports on SEATS activities under the MCH/FP II Project that were completed? This could be two brief summary reports (one for the buy-in and another for the centrally funded activity) with any existing

longer reports attached as annexes. They should include financial reports and close-out budgets, as well as inventories of expendable items purchased and their location (if known). When completed, please have SEATS pass a copy of this final report on to the Mission, preferably prior July 31, 1994. Note that we have received a rough draft of a status report from the SEATS Resident Advisor but we feel that this was technical in nature and not the same as we are requesting here.

Please contact me if you have any questions.

Also, please thank SEATS for its efforts, both before and since the terrible tragedy that has befallen Rwanda. It is unfortunate that all our work has come to such an untimely end.

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Tom Bordone, M/OP/A/P
Jim Govan, AFR/DP

MEMORANDUM

DATE July 7, 1993
FROM Bill Martin, USAID/Rwanda/HPO *WBM*
SUBJECT Project Close-outs
TO Estelle Quain, INTRAH CTO

From conversations that the Mission has had with the Washington Office of Procurement (O/P), it is our understanding that INTRAH has received, or will soon receive, a letter from that Office informing it officially that all activity on the Rwanda buy-in to the PACIIB Project is to end o/a July 8, 1994. O/P's intention is to ensure that all activities are terminated, that only disbursements related to project close-out will be permitted and that it will request a proposal as to how INTRAH intends to go about closing the buy-in down. My assumption is that INTRAH has already gone far in making this a reality.

Because this activity is a discrete contractual delivery order, it is our understanding that a rational closeout of Project disbursements will occur and funds will eventually be de-earmarked and de-obligated.

INTRAH will need to program for close-out costs if there are any that will extend beyond July 8. These would include any costs incurred prior to April 9, 1994 (the date that the post was evacuated) that have not yet been paid - outstanding bills to U S vendors or Rwandan merchants would be examples. When estimating such costs, INTRAH should do so on the high side because once money is reprogrammed away from Rwanda it may be difficult to get any back to pay off any claims not foreseen, no matter how legitimate.

Would you please ask INTRAH to prepare a brief, final report on INTRAH activities under the MCH/FP II Project that were completed? This could be a brief summary report with any existing longer reports attached as annexes. It should include a financial report and the close-out budget, as well as an inventory of expendable items purchased and their location (if known). When completed, please have INTRAH pass a copy of this final report on to the Mission, preferably prior July 31, 1994.

Please contact me if you have any questions

Also, please thank INTRAH for its efforts, both before and since the terrible tragedy that has befallen Rwanda. It is unfortunate that all our work has come to such an untimely end. I am personally very pleased to have assisted in helping Boniface Sebikali, who was on TDY in Rwanda at the time, to depart Rwanda with his family. He is a talented individual and should continue to contribute to reproductive health training in the Africa region.

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Tom Bordone, M/OP/A/P
Jim Govan, AFR/DP

**PROJECT DEVELOPMENT AND SUPPORT
696-0130**

DATE OF INITIAL OBLIGATION	August 31, 1988
LIFE OF PROJECT FUNDING	(USAID/Rwanda) \$2,399,349
OBLIGATIONS TO DATE	\$2,399,349
ESTIMATED PIPELINE AS OF JULY, 1994	
PACD	September 30, 1994
IMPLEMENTOR	Various

Discussion PD&S has been used in Rwanda to support project designs and evaluations. Since PD&S is a yearly obligation, the only currently available funds are from the FY 1993 Limited Scope Grant Agreement. The most current MACS-PO7A shows \$2,036,140 as earmarked, with an unearmarked balance of \$363,209.

Recommendation: Terminate the project on September 30, 1994

Actions

- 1 Deobligate the \$363,209 immediately
- 2 Follow-up with Controller on the letters and self-addressed envelopes that are to be sent to each vendor requesting information as to the submission of final vouchers. I believe the Controller will set a deadline for USAID receipt of the information and then close-out USAID/Rwanda's PD&S project.
- 3 After the project is closed, draft and send a letter to the Rwanda Ambassador to the U S notifying him of the action.

ticket is enclosure
2) address - name CC - text (1)

MEMORANDUM

DATE : June 20, 1994
TO : CONT, Greg Hemphill
FROM : PDO, Claudia Cantelli
SUBJ : PD&S, 696-0130, Comments on Unexpended Obligations/Earmarks
REF : MACS-P07A

I've reviewed the referenced report, and I have the following comments which I've broken down by Element No

(1) 3 am
AFR-0438-C-00-8059-00 \$10,945 Labatt-Anderson
5/25 Ron Miller (703-525-9400) said final voucher had not been submitted and he would do so

CO-696-0130-S-00-0020 \$244
From what I can recall of this, and please remember it predates my arrival in Kigali, Mr. James Bingen owes the USG this amount on an advance he received. We sent a letter to him, which (surprise, surprise) he chose to ignore. Can we garnish his wages? Send him to jail? Notify the IRS? Any other suggestions?

GR696-0130-G-SS-0004 \$154,874 LSGA
I doubt there is much we can do about this until someone can get the files from the Controllers Office in Kigali. What do you think you???

TA-1990104 \$2,741
I believe this TA was to bring Cynthia Calla out to participate in the design of the RIM PID. I had sent correspondence to her on at least two occasions requesting that she inform me if and when she submitted the final voucher. To date, there has been no reply.

PIO/T 696-0130-3-91006 \$2,749
I believe the funding left under this T is for Alison Deforge's participation in the development of a democracy concept paper for Rwanda. I had sent several faxes and letters to her asking if and when she had submitted her final voucher. She has yet to respond.

PIRK - book of USG/Rwanda things

fruit - line report
-2-

1955
7501/21
1110

PIO/T 696-0130-3-91004 \$27,499 Buy-in to R&D Project with BUCEN
5/25 Bob Bush, BUCEN, advised that \$94,993 has been expended
and paid USAID provided funding from PDS along with
AID/W RD/POP There may be an AOC problem here

PIO/T 696-0130-3-91009 \$8,365 Buy-in to PEDS Project
sent letter I've no idea what this is for, so it may be something Dirk had
done (Peter somebody???) *Elmer + York*

SRI

PIO/T 696-0130-3-91018 \$98,663 CDC T A.
letter I had been told several months ago by CDC that there would be
no more vouchers submitted for payment under this activity

PIO/T 696-0130-3-91021 \$31,079 DHS/Nairobi audit of ASPAP
letter This activity had two phases, and I thought they had been
completed We will have to ask Kurt (and possibly Paul) what
the status of payment is

(-N
up
n) BO
Rikse
ALL

PIO/T 696-0130-3-91025 and 696-0130-3-92003 \$5,576 and \$3,200
letter I had sent faxes to Devres asking that they inform me if and
when the final voucher had been submitted, but did not receive
a reply

MCD-0130-92-002 \$2,343 *MMS (L to G-11)*
I had amended the T requesting that this amount be de-
earmarked and de-committed

PIO/T 696-0130-3-92006 \$2,931 ARD DIG PID Design
letter ARD had informed me they had submitted their final voucher
over a year ago

PIO/T 696-0130-3-92007 \$7,724; Amendment No. 1 \$34,920 Futures
Group (GENESYS buy-in)
letter with June report This was a buy-in to the RD/WID GENESYS project I assume the
problem is an AOC one

PIO/T 696-0130-3-92008 \$1,000 WID bibliography
This has been on-going for over a year A PIO/T was done, but
a contract was never issued I did a PIO/T amendment
requesting the Controller to de-earmark the funds, but to date
this has not been accomplished

PIO/T 696-0130-3-92011 \$33,226 MSI ARTS PP design
PIO/T 696-0130-3-92010 \$4,259 MSI Additional funds for DIG PP
design
letter I've sent faxes in the past to MSI requesting they advise as
to when they submitted, or planned to, submit their final
voucher

PIO/T 696-0130-3-92014 \$9,357 ARD DIG PP Design
ARD has not yet responded to my request for a submission date
for their final voucher

CL 11/2/93

PIO/T 696-0130-3-92016 \$4,920 Translation services

I had amended the PIO/T to have the funds de earmarked

PIO/T 696-0130-3-92015 \$160,000 Buy-in to FS II Cooperative Agreement with MSU

I had a cable in from AID/W, and provided a copy of it to the Controllers in December 1993, in which we were notified all the funds had been spent Sounds like another AOC problem.

PIO/T 696-0130-3-92045 \$86,059; PIO/T 696-0130-3-93001 \$11,755 RTI Local Gov't Assessment

We are in the middle of making payment on vouchers submitted

PIO/T 696-0130-3-93002 \$42,000 Non-federal audit of ASPAP

Ask Kurt and Debbie about this one, as I was not kept in the loop

PIO/T 696-0130-3-93004 \$20,200 Checchi Assessment of TechnoServe business plans

The voucher for payment was submitted to me early this year I had reviewed and administratively approved the entire amount claimed It then went to the Controllers for further action

PIO/T 696-0130-3-93005 \$150,000 MSI/RTI assessment of GOR

~~Ask Al Smith about this one~~

PIO/T 696-0130-3-93006 \$43,691 Chemonics evaluation of CTRC (IWACU)

I administratively approved payment to Checchi and turned over the file to the Controller for further action

CC A/DIR DDijkerman
PRM LDouris

BUP/kill

To Claudia Cantell@AFR SA1@AIDW
Cc Anthony Vance@REDSO LEG@NAIROBI
Susan Page@REDSO LEG@NAIROBI
From Kimberley Kester@REDSO CON@NAIROBI
Subject re Rwanda PD&S - Cleaning up
Date Tuesday, May 31, 1994 5 49 58 EDT
Attach
Certify Y
Forwarded by

Glad to hear that you and Paul have settled into DC and are glad of it

With regard to closeouts - Contractors have one year from the termination date of their contracts to submit "final" vouchers. If the one year period has passed, which you seem to indicate it has - then you should send them a request for final billing and other final documents in order to close out the contract (there is a CIB which details the close-out procedure/process - CIB 90-12)

If the Controller has no record of having received a final voucher and/or having made final payment, I would suggest that you send a letter requesting all remaining final documents (or a second or third letter, as the case may be) and in the letter request an acknowledgement of receipt, and enclose a stamped envelope for them to do so - i.e., making it as painless as possible for them to respond. If you have any doubt that the letters are actually reaching the firms, this would be the way to go.

If on the other hand, you believe they are simply not bothering to respond, then I would advise using a strategy of stating that if they do not submit a final voucher and any other documents within X number of days, you will consider that they have been paid in full and that they have no further claims against the USG. That may wake 'em up.

By the way - why are you guys doing the closeouts? Usually the Contracting Office which made the award closes out the contract. Do you have any for us to do? Isn't there still a branch in OP that handles closeouts for AID/W contracts? Or are these all Mission issued actions?



June 27, 1994

Mr David Gittelman
Rwanda PASA Project Manager
CDC/IHPO/FSD

Dear David,

From conversations that the Mission has had with the Nairobi Contracts Office it is our understanding that IHPO has received a letter from that Office informing CDC officially that all activity on the Rwanda RIM Project PASA is to end on July 8, 1994

CDC will need to program for close-out costs for the original PASA if there are any. These would include any costs incurred prior to April 10, 1994 that have not yet been paid - outstanding bills to U S vendors or Rwandan merchants would be examples. Other examples would be close out costs on personnel on which I have detailed some suggestions below. When estimating such costs, you should do so on the high side because once money is reprogrammed away from Rwanda it will be difficult to get any back to pay off any claims not foreseen, no matter how legitimate

Because of the sudden closing of the USAID Mission in Rwanda on April 8 some issues have been raised concerning final payments to individuals working on the RIM Project funded through CDC and WHO (the latter with monies passed through CDC). Given the events it has not been possible to talk to WHO/Kigali. In that there are only a few outstanding questions it is certain that they can be resolved more quickly by remaining between USAID and CDC without going through WHO. This letter is meant to help resolve these problems to everyone's satisfaction.

- 1) Mr Joaquim Sindano was working in Rwanda on a 6-week consultancy when the evacuation occurred. He was evacuated with the American convoy and was left in Bujumbura, his home town. His travel and per diem were paid for by CDC but his salary was meant to have been paid by WHO/Kigali. His WHO contract had not been fully processed and he had not yet received any payment for his services when he was evacuated. **Please pay Sindano his salary out of the technical**

assistance line item. Our understanding of his salary level was that he was to be paid \$50/day for 6 day work weeks His per diem was also to have been paid by CDC, he had received a 50,000 RFr advance against per diem - at 143 RFr to the dollar this comes to \$349 65 - which should be deducted from his per diem payment

- 2) Dr Soliman Cherif was working in Rwanda paid by WHO out of CDC PASA MOU monies Please pay him for travel costs out of the T A travel line item in the PASA In line with the general principal that USAID/Rwanda contractors are being paid salary through July **please pay Dr. Cherif his salary of \$3,500 dollars a month through June 30, 1994 (the termination date of his contract)**, out of the T A salary line item (it seems unlikely that Dr Cherif would be able to negotiate the WHO/Kigali - WHO/Brazzaville bureaucratic maze from Cairo) He was paid through March 31, 1994 by WHO
- 3) Dr Mutombo wa Mutombo was working in Rwanda under the same circumstances as Dr Cherif Worrysomenly, we have not had any word from Mutombo since the events started In the hope that he gets out and is able to contact us, **please pay his travel costs and salary in the same manner described above for Cherif.**
- 4) The Project employed two local hires through the MOU Bellancile was the project's secretary, she earned \$550/month Modeste was the head chauffeur, he earned \$450/month (I don't remember either of their last names) Following the principle of paying personnel through July 8 **please hold aside enough funds to pay them should they present themselves to the USAID Representative when and if the Mission reopens** Similarly to Cherif and Mutombo, they were paid through March 31

Finally, would you please prepare a brief final report on CDC activities under the RIM Project that were completed This could be a brief summary report with the existing longer reports attached as annexes It should include a financial report and the close-out budget as well When completed, please pass a copy of this final report on to the Mission, preferably before July 31, 1994, which is the date that I am expected to move on to another posting

Since I am unsure as to what information you already received from Chris Grundmann (who finished working with USAID/Rwanda on 6/24/94) please contact me at 202-663-3385 if you have any further information requirements

I would like to thank you and CDC for your efforts, both before and since the terrible tragedy that has befallen Rwanda. It is unfortunate that all our work has come to such an untimely end.

Sincerely,

Bill Martin

William B. Martin, Health and Population Officer
USAID/Rwanda

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Kim Kester, REDSO/ESA/RCO

Clearance Kim Kester, REDSO/ESA/RCO (6/27/94)

To William Martin@AFR SA1@AIDW
Christophe A Grundmann@AFR SA1@AIDW

C Claudia Cantell@AFR SA1@AIDW
Dirk Dijkerman@AFR SA1@AIDW

Bcc
From Kimberley Kester@REDSO CON@NAIROBI
Subject C Grundmann's letter to CDC
Date Monday, June 27, 1994 6 08 20 EDT
Attach
Certify Y
Forwarded by

Chris asked that I respond to you, Bill, as he would be away I have read his letter to CDC and I have no problems with it Please consider it cleared If you want/need to have me actually sign or initial a copy, let me know Otherwise, please send me a copy of the final once it goes out Thanks for keeping me in the loop

Hope you and your family are doing well in DC Any ideas when/where you'll be going next? I ran into Dawn Thomas (from our AID new entry training gang) in Abidjan last week, she sends her greetings

Regards, KK

MEMORANDUM

DATE July 7, 1993
FROM Bill Martin, USAID/Rwanda/HPO *WBM*
SUBJECT Project Close-outs
TO Allen Brimmer, JHPIEGO Project CTO

From conversations that the Mission has had with the Washington Office of Procurement (O/P), it is our understanding that JHPIEGO has received, or will soon receive, a letter from that Office informing it officially that all activity on the Rwanda component of the JHPIEGO Cooperative Agreement is to end o/a July 8, 1994

Because the money was committed to the Cooperative Agreement, it is our understanding that it will remain with JHPIEGO for use in Africa. USAID/Rwanda will assume that JHPIEGO will use these funds for a project similar to that described in the Rwanda add-on and that, if possible, the money remain in the region. However, USAID recognizes that it is your decision as CTO as to how these central funds will be expended. We would request that you inform AFR/DP in the decision on how to reprogram these funds.

Would you please ask JHPIEGO to prepare a brief, final report on its activities under the JHPIEGO/Rwanda Project? (Note that we have already received a brief summary that is acceptable as one portion of this final report.) It should include a financial report and the close-out budget, as well as an inventory of expendable items purchased and their location (if known). When completed, please have JHPIEGO pass a copy of this final report on to the Mission, preferably prior July 31, 1994.

Please contact me if you have any questions.

Also, please thank JHPIEGO for its efforts, both before and since the terrible tragedy that has befallen Rwanda. It is unfortunate that all our work has come to such an untimely end.

Allen, thanks for your efforts thus far. I appreciated your information on Dr. Kageruka. Have you heard anything about Dr. Mateburuka?

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Tom Bordone, M/OP/A/P
Jim Govan, AFR/DP

MEMORANDUM

DATE July 7, 1993
FROM Bill Martin, USAID/Rwanda/HPO *WBM*
SUBJECT Project Close-outs
TO Mihira Karra, CARE Project CTO

From conversations that the Mission has had with the Washington Office of Procurement (O/P), it is our understanding that CARE has received, or will soon receive, a letter from that Office informing it officially that all activity on the Rwanda component of the CARE Cooperative Agreement is to end o/a July 8, 1994

Because the money was committed to the Cooperative Agreement, it is our understanding that it will remain with CARE for use in Africa USAID/Rwanda will assume that CARE will use these funds for a project similar to that described in the Rwanda add-on and that, if possible, the money remain in the region However, USAID recognizes that it is your decision as CTO as to how these central funds will be expended We would request that you inform AFR/DP in the decision on how to reprogram these funds

Would you please ask CARE to prepare a brief, final report on its activities under the CARE/Rwanda/Byumba MH/FP Project? It should include a financial report and the close-out budget, as well as an inventory of expendable items purchased and their location (if known) When completed, please have CARE pass a copy of this final report on to the Mission, preferably prior July 31, 1994

Please contact me if you have any questions

Also, please thank CARE for its efforts, both before and since the terrible tragedy that has befallen Rwanda It is unfortunate that all our work has come to such an untimely end I was very pleased to have worked with the CARE/Rwanda team, specifically Steve Wallace, Marty Campbell, Sixte Zigirumugabe and Phil Vernon They were professional in every aspect of their work

cc Dirk Dijkerman, USAID/Rwanda
Claudia Cantell, USAID/Rwanda
Bill Martin, USAID/Rwanda
Tom Bordone, M/OP/A/P
Jim Govan, AFR/DP

ACTION MEMORANDUM FOR THE ACTING USAID/RWANDA DIRECTOR

DATE July 18, 1994
FROM Louanne Douris, PRM 
SUBJ Assistance to Displaced Persons Project, 696-0148 -
Extension of Project Assistance Completion Date

Problem Your approval is required to extend the Project Assistance Completion Date (PACD) for the subject project

Background The Assistance to Displaced Persons Project, 696-0148, was authorized in FY 1993 with a planned life-of-project funding level of \$5 4 million The present PACD is September 30, 1995

The project purpose is to provide displaced populations with appropriate technologies which could help them not only in the displaced persons camps but also after they returned home (e g , construction/use of improved cookstoves, proper wood harvesting techniques, improved water sources, etc)

A total of \$2 7 million were obligated in FY 1993, \$1 415 million through direct grants to CARE, and \$1 285 million under an LSGA signed with the Government of Rwanda

The renewal of the civil strife in Rwanda has both precluded the use of the funds remaining under the project and assured the increased need for such funds in the future

It is therefore proposed that the PACD for the project be extended by two years, from September 30, 1995 to September 30, 1997

Recommendation That you indicate your concurrence in the two-year extension of the PACD for the Assistance to Displaced Persons Project 696-0148 from September 30, 1995 to September 30, 1997 by signing below

Approved _____

Disapproved _____

Date _____

Draft PRM LDouris 
Clearance PRM DASmith 
AFR/EA LLloyd 
CONT GHemphill 

To Louanne Douris@AFR EA@AIDW
Louanne Douris@AFR SA1@AIDW
Cc Susan Page@REDSO LEG@NAIROBI,Linda Lloyd@AFR EA@AIDW
Bc Dirk Dijkerman@AFR SA1@AIDW
From Mary Alice Kleinjan@GC@AIDW
Subject Rwanda - Assistance for Displaced Persons
Date Tuesday, July 12, 1994 9 34 05 EDT
Attach
Certify N
Forwarded by

I don't think it is possible to unilaterally obligate additional funds to the LSGA. I also am not sure that you would want to, since then you would have to get the GOR's concurrence to use the funds (and that might be difficult now). A PACD extension alone could be done unilaterally. All this assumes that we would be allowed to deal with the GOR - i.e. that diplomatic recognition is not withdrawn and that State allows us to deal with the GOR.

I would need to see the PP and any other project documentation to make any further comments on how funds could be obligated. All that I know about the project is the rationale as to why it is appropriate for DFA funding.

Lib. lity New Play Plan



6/30/94

7/11/94

ECCC DESCRIPTION	FUNCT	ABS BUDGET (LESS NXP)	REVISIONS	REVISED BUDGET	06/30/94 CUMULATIVE OBLIGATIONS	4TH QTR TO BE OBLIGATED	TOTAL TO BE OBLIGATED	REMAINING	06/30/94 CUMULATIVE DISBURSEM	UNLIQUID OBLIGATION
U S DIRECT HIRE	U100									
EDUCATION ALLOWANCE	11902 U106	52 500 00	(22 500 00)	30 000 00	(+) 5 000 00	392 000	5 000 00	35 000 00	0 00	5 000 00
COST LIVING ALLOW(COLA) USDH	12800 U108	13 500 00	(6 700 00)	6 800 00	6 800 00	0 00	6 800 00	0 00	5 247 98	1 552 02
FS TRANSFER ALLOWANCES USDH	12902 U110	2 100 00	(1 400 00)	700 00	700 00	0 00	700 00	0 00	700 00	0 00
POST ASSIGNMENT TRAVEL	U111	34 300 00	(34 300 00)	0 00	0 00	0 00	0 00	0 00	0 00	0 00
POST ASSIGN FRGHT SHIP POVS	22001 U112	123 000 00	(73 000 00)	50 000 00	(-) 30 000 00	30 000 00	50 000 00	0 00	0 00	50 000 00
HOME LEAVE TRAVEL PER DIEM (G P)	21211 U113	0 00	1 620 00	1 620 00	1 620 00	0 00	1 620 00	0 00	0 00	1 620 00
HOME LEAVE TRAVEL AIRFARE (G P)	21221 U113	28 500 00	(15 750 90)	12 749 10	12 749 10	0 00	12 749 10	0 00	8 227 37	4 521 73
HOME LEAVE FREIGHT (UAB) (G P)	22002 U114	73 300 00	(6 950 00)	66 350 00	66 350 00	0 00	66 350 00	0 00	4 180 76	62 169 24
EDUCATION TRAVEL	U115	11 400 00	(11 400 00)	0 00	0 00	0 00	0 00	0 00	0 00	0 00
R&R TRAVEL	U116	39 600 00	(39 600 00)	0 00	0 00	0 00	0 00	0 00	0 00	0 00
EMERGENCY EVACUATION TRAVEL	21506 U114	0 00	200 000 00	200 000 00	(+) 160 428 80	103 20 380 65	180 809 45	19 190 55	75 673 85	84 754 95
OTHER TRAVEL ALL + 2 KEL	U117	21 000 00	(21 000 00)	0 00	0 00	0 00	0 00	0 00	0 00	0 00
FUNCTION SUBTOTAL	U100	399 200 00	(30 980 90)	368 219 10	303 647 90	20 380 65	324 028 55	44 190 55	94 029 96	209 617 94
FN DIRECT HIRE	U200									
FN BASIC PAY	U201	44 000 00	(35 000 00)	9 000 00	0 00	0 00	0 00	9 000 00	0 00	0 00
FUNCTION SUBTOTAL	U200	44 000 00	(35 000 00)	9 000 00	0 00	0 00	0 00	9 000 00	0 00	0 00
CONTRACT PERSONNEL	U300									
US PSC SAL&BEN	U302	108 000 00	(108 000 00)	0 00	0 00	0 00	0 00	0 00	0 00	0 00
SALARY AND BENEFITS FN PSC	11302 U304	430 700 00		430 700 00	222 140 00	208 560 00	430 700 00	0 00	44 282 35	177 857 65
ACCRUED SEPARATION LIABILITY Rita	U307	0 00		0 00	0 00	0 00	0 00	0 00	0 00	0 00
FUNCTION SUBTOTAL	U300	538 700 00	(108 000 00)	430 700 00	222 140 00	208 560 00	430 700 00	0 00	44 282 35	177 857 65
HOUSING	U400									
RENT RESIDENTIAL	23501 U401	67 400 00	(60 000 00)	7 400 00	4 025 00	0 00	4 025 00	3 375 00	3 846 69	178 31
UTILITIES RESIDENTIAL	23502 U402	16 600 00		16 600 00	(+) 8 400 00	4 000 00	8 400 00	8 200 00	2 590 54	5 809 46
REPAIRS/MAINT/RENOV RESIDENCES	25901 U403	12 000 00	1 500 00	13 500 00	13 500 00	0 00	13 500 00	0 00	8 344 63	5 155 37
REPAIRS RESIDENTIALEQUIP/FURN	25902 U403	0 00	1 000 00	1 000 00	1 000 00	0 00	1 000 00	0 00	0 00	1 000 00
REIMB DRAPES/CURTAIN ALLOW	25904 U403	0 00	3 000 00	3 000 00	3 000 00	0 00	3 000 00	0 00	0 00	3 000 00
GUARD SERVICES RESIDENTIAL	25905 U407	59 100 00		59 100 00	18 992 43	0 00	18 992 43	40 107 57	15 135 42	3 857 01
FUNCTION SUBTOTAL	U400	155 100 00	(54 500 00)	100 600 00	48 917 43	0 00	48 917 43	51 682 57	29 917 28	19 000 15
OFFICE OPERATIONS	U500									
OFFICE RENT	U501	25 100 00		25 100 00	(+) 0 00	0 00	0 00	25 100 00	0 00	0 00
UTILITIES OFFICE AND WAREHOUSE	23402 U502	27 800 00		27 800 00	13 200 00	0 00	13 200 00	14 600 00	1 542 09	11 657 91
REPAIRS/MAINT/RENOV OFFICE/WH	25906 U503	18 400 00		18 400 00	8 600 00	0 00	8 600 00	9 800 00	1 199 02	7 400 98
REPAIRS/MAINT OFFICE FURN/EQUI	25912 U508	41 300 00		41 300 00	4 000 00	0 00	4 000 00	37 300 00	7 01	3 992 99
VEHICLE REPAIRS/MAINTENANCE	25917 U508	0 00	8 186 00	8 186 00	8 186 00	0 00	8 186 00	0 00	2 440 95	5 745 05
TELE RENTAL/CALL POSTAGE TELEX	23001 U509	28 000 00		28 000 00	14 000 00	4 000 00	14 000 00	14 000 00	10 403 44	3 596 56
GUARDS SERVICE OFFICE	25920 U510	12 300 00		12 300 00	3 099 95	0 00	3 099 95	9 200 05	3 099 95	0 00
MISSION STAFF SITE VISITS P/D	21010 U513	10 000 00		10 000 00	2 330 00	0 00	2 330 00	7 670 00	1 045 32	1 284 68
SITE VISITS AIDW (K L + A)	U514	8 000 00		8 000 00	0 00	0 00	0 00	8 000 00	0 00	0 00
INFORMATION MEETINGS PER DIEM	21012 U515	16 000 00		16 000 00	(-) 8 700 00	12 000 00	8 700 00	7 300 00	1 929 73	6 770 27
INFORMATION MEETINGS TRANSPOR	21022 U515	0 00	2 350 00	2 350 00	2 350 00	0 00	2 350 00	0 00	1 000 14	1 349 86
TRAINING ATTENDANCE PER DIEM	21013 U516	50 000 00	(44 900 00)	5 100 00	5 100 00	0 00	5 100 00	0 00	0 00	5 100 00
TRAINING ATTENDANCE TRANSPORT	21023 U516	0 00	3 570 00	3 570 00	3 570 00	0 00	3 570 00	0 00	0 00	3 570 00
CONFERENCE ATTENDANCE PER DIE	21014 U517	0 00	11 550 00	11 550 00	11 550 00	0 00	11 550 00	0 00	2 886 60	8 663 40
CONFERENCE ATTENDANCE TRANSP	21024 U517	0 00	5 850 00	5 850 00	5 850 00	0 00	5 850 00	0 00	2 918 14	2 931 86
AUTO SUPPLIES GASOLINE SPARES	26001 U519	0 00	7 000 00	7 000 00	7 000 00	0 00	7 000 00	0 00	5 079 83	1 920 17
OTHER OPERATIONAL TRAVEL	U518	15 000 00		15 000 00	-8,000 00 = 7,000	0 00	0 00	15 000 00	0 00	0 00
OFFICE SUPPLIES	26002 U519	45 000 00		45 000 00	8 000 00	0 00	8 000 00	37 000 00	2 089 97	5 910 03
PAPER SUPPLIES	26005 U519	0 00	500 00	500 00	500 00	0 00	500 00	0 00	0 00	500 00
SUBSCRIPTION/PERIODICAL	26006 U519	0 00	1 943 28	1 943 28	1 943 28	0 00	1 943 28	0 00	743 28	1 200 00
SPEC STUDIES/ANALYSES CON SERV	25911 U522	40 000 00	(39 690 00)	310 00	310 00	0 00	310 00	0 00	0 00	310 00
TRANS/FREIGHT ALL 500S	U598	35 000 00		35 000 00	0 00	0 00	0 00	35 000 00	0 00	0 00
TEMP SEC/CLERICAL/OTHER SERV	25916 U599	0 00	50 00	50 00	50 00	2,000 00	50 00	0 00	0 00	50 00

239

2000

2400

??

??

2200

BUDGET PLAN CODE FOEA 94 216 96 U000

EOCC DESCRIPTION	FUNCT EOCC COD NOTE	ABS BUDGET (LESS NXP)	REVISIONS	REVISED BUDGET	06/30/94 CUMULATIVE OBLIGATIONS	4TH QTR TO BE OBLIGATED	TOTAL TO BE OBLIGATED	REMAINING	06/30/94 CUMULATIVE DISBURSEM	UNLIQUID OBLIGATION
ALL OTHER MISC CONTRACTUAL SE	25999 U599	0 00	7 385 00	7 385 00	7 385 00	0 00	7 385 00	0 00	4 461 44	2 923 56
FUNCTION SUBTOTAL	U500	371 900 00	(36 205 72)	335 694 28	115 724 23	0 00	115 724 23	219 970 05	40 846 91	74 877 32
NXP PROCUREMENT	U600									
RESIDENTIAL FURNITURE	31101 U602	0 00	980 00	980 00	980 00	0 00	980 00	0 00	0 00	980 00
OFFICE EQUIP(EXCL ADP/WPEQUIP)	31002 U605	0 00	16 161 34	16 161 34	16 161 34	0 00	16 161 34	0 00	1 158 00	15 003 34
TRANSP OFF OTHER EQUIP/VEHICLE	22004 U698	0 00	3 388 07	3 388 07	3 388 07	0 00	3 388 07	0 00	0 00	3 388 07
FUNCTION SUBTOTAL	U600	0 00	20 529 41	20 529 41	20 529 41	0 00	20 529 41	0 00	1 158 00	19 371 41
TOTAL		1 508 900 00	(244 157 21)	1 264 742 79	710 958 97	228 940 65	939 899 62	324 843 17	210 234 50	500 724 47
BUDGET ALLOWANCE PER BA MASTER		1 147 000 00		1 147 000 00	1 147 000 00		1 147 000 00			
BUDGET OVER (UNDER) ALLOWANCE		(361 900 00)		(117 742 79)	436 041 03		207 100 38			

NOTES

Revised bottom

122,000

short

Budget

- N/NE CC
- N/NE GN
- N/NE : WMAA
- FSW severance

KE

QD

→ severance plan

→ severance

BUDGET PLAN CODE FOEA-94 21696 U000
EXPANDED OBJECT CLASS CODE 11302 SALARY AND BENEFITS-FN PSC

TERMINAL DATE	OBLIGATION DOCUMENT	RESERV CONTROL	CUMULATIVE OBLIGATION	UNLIQUIDATED OBLIGATION	OFFICE CODE	FINAL PAY CODE	DESCRIPTION
12/31/93	CO-696-0000-S-00-7014	R941042	600 00	600 00	101	0	SAL PP01/94-PP08/94-NSENGIMANA
01/08/94	MO-696-N53103	R941085	2,500 00	2,500 00	101	0	SALARY FY94 PP23-26/NYILINKIND
01/08/94	CO-696-0000-S-00-0011	R941062	6,960 00	6,960 00	101	0	SALARY FY94-PP23 26/TWAGIRUMUK
01/08/94	CO-696-0000-S 00-0013	R941063	4,800 00	4,419 24	101	0	SALARY FY94 -PP23-26/RAHA E
01/08/94	CO-696-0000-S-00-0014	R941064	1,440 00	1,440 00	101	0	SALARY FY94 PP23-26/GASANA
01/08/94	CO-696 0000-S-00-0016	R941066	720 00	720 00	101	0	SALARY FY94 PP23-26/BAGAMBIKI
01/08/94	CO-696-0000-S 00 0017	R941067	720 00	720 00	101	0	SALARY FY94 PP23 26/RUTINDUKA
01/08/94	CO 696-0000-S-00-0019	R941068	1,320 00	1,320 00	101	0	SALARY FY94 PP23-26/MUKAZANIWA
01/08/94	CO-696-0000-S 00-0025	R941069	1,320 00	1,320 00	101	0	SALARY FY94-PP23-26/MULINDA P
01/08/94	CO-696-0000-S-00-0027	R941087	23,620 00	3,484 68	101	0	SALARY FY94 PP23 26/RUKASHAZA
01/08/94	CO-696-0000-S 00-0028	R941070	3,600 00	3,600 00	101	0	SALARY FY94 PP23-26/MURANGWA
01/08/94	CO-696-0000-S-00-1052	R941071	4,200 00	4,200 00	101	0	SALARY FY94 PP23-26/THADDEE R
01/08/94	CO-696 0000-S-00-1078	R941065	1,260 00	1,260 00	101	0	SALARY FY94 PP23-26/BITWAYIKI
01/08/94	CO-696-0000-S-00-1113	R941073	3,960 00	3,960 00	101	0	SALARY FY94 PP23-26/NTAGANIRA
01/08/94	CO-696-0000-S-00-1138	R941072	1,080 00	1,080 00	101	0	SALARY FY94-PP23-26/SEBERA CL
01/08/94	CO-696-0000-S 00-2002	R941074	1,320 00	1,320 00	101	0	SALARY FY94-PP23-26/MUNYAMBONE
01/08/94	CO-696-0000-S-00-2014	R941075	540 00	540 00	101	0	SALARY FY94 PP23-26/GATETE
01/08/94	CO-696-0000-S-00-2022	R941076	3,720 00	3,720 00	101	0	SALARY FY94 PP23-26/KARANGWA P
01/08/94	CO-696-0000-S-00-2041	R941077	600 00	600 00	101	0	SALARY FY94 PP23-26/NANGWAHAFI
01/08/94	CO-696-0000-S-00-2061	R941049	3,480 00	3,480 00	101	0	SALARY FY94-PP23-26/KAYITESI E
01/08/94	CO-696-0000-S-00-2064	R941078	4,680 00	4,680 00	101	0	SALARY FY94 PP23-26/MUJAWIMANA
01/08/94	CO-696-0000-S-00-3002	R941043	2,280 00	2,280 00	101	0	SALARY FY94 PP23-26/YANKUNZE
01/08/94	CO-696-0000-S 00-3007	R941079	1,020 00	1,020 00	101	0	SALARY FY94 PP23 26/SOSTHENE R
01/08/94	CO-696-0000-S-00-3014	R941080	4,920 00	4,920 00	101	0	SALARY FY94 PP23-26/BUCYANA S
01/08/94	CO-696-0000-S-00-3015	R941055	1,200 00	1,200 00	101	0	SALARY FY94-PP23-26/GATUNGE
01/08/94	CO-696-0000-S-00-3019	R941086	30,000 00	7,497 92	101	0	SALARY FY94 PP23-26/BARTHOLOME
01/08/94	CO 696-0000-S-00-3021	R941046	5,400 00	6,461 90	101	0	SALARY FY94-PP23-26/JORGENSES
01/08/94	CO-696-0000-S-00-3028	R941050	720 00	720 00	101	0	SALARY FY94-PP23-26/VIATEUR R
01/08/94	CO-696-0000-S-00-3030	R941081	4,800 00	4,800 00	101	0	SALARY FY94 PP23-26/MANASSEH R
01/08/94	CO-696-0000-S-00-3032	R941045	5,400 00	5,400 00	101	0	SALARY FY94 PP23-26/EUGENIE M
01/08/94	CO-696-0000-S-00 3033	R941058	6,780 00	6,780 00	101	0	SALARY FY94 PP23-26/MIVUMBI
01/08/94	CO-696-0000-S-00-3034	R941056	4,800 00	5,186 96	101	0	SALARY FY94-PP23 26/GASIRABO
01/08/94	CO-696-0000-S-00-3039	R941051	5,400 00	5,400 00	101	0	SALARY FY94-PP23 26/GODELIEVEK
01/08/94	CO-696-0000-S-00-3042	R941057	6,600 00	6,600 00	101	0	SALARY FY94-PP23-26/ANTOINE R
01/08/94	CO-696-0000-S-00-3052	R941082	3,000 00	3,000 00	101	0	SALARY FY94 PP23-26/NDAMUKUNDA
01/08/94	CO-696-0000-S-00-3053	R941083	3,480 00	3,480 00	101	0	SALARY FY94 PP23-26/MUKASHEMA
01/08/94	CO 696-0000-S-00-3060	R941048	2,880 00	2,880 00	101	0	SALARY FY94-PP23-26/NTABASHWA
01/08/94	CO 696-0000-S-00-3061	R941059	3,120 00	3,120 00	101	0	SALARY FY94 PP23-26 /MWANUYERA
01/08/94	CO-696 0000-S-00-3062	R941040	1,200 00	1,200 00	101	0	SALARY FY94-PP23-26/KABERA
01/08/94	CO-696-0000-S-00-3063	R941044	3,120 00	3,120 00	101	0	SALARY FY94 -PP23-26/RUCYAHANA

p. 8-9
missing

34

BUDGET PLAN CODE FOEA-94-21696-U000
EXPANDED OBJECT CLASS CODE 11302 SALARY AND BENEFITS-FN-PSC

TERMINAL DATE	OBLIGATION DOCUMENT	RESERV CONTROL	CUMULATIVE OBLIGATION	UNLIQUIDATED OBLIGATION	OFFICE CODE	FINAL PAY CODE	DESCRIPTION
01/08/94	CO-696-0000-S-00-3079	R941061	6,600 00	4,048 95	101	0	SALARY FY94 -PP23-26/DAMASCENE
01/08/94	CO-696-0000-S-00-3080	R941060	7,680 00	7,680 00	101	0	SALARY FY94 -PP23-26/PATRICE N
01/08/94	CO 696-0000-S-00-4001	R941047	6,540 00	6,540 00	101	0	SALARY FY94-PP23-26/KAREMERA
01/08/94	CO-696 0000-S-00-9001	R941053	6,120 00	6,120 00	101	0	SALARY FY94 PP23-26/KAYITARE
01/08/94	CO-696 0000-S-00-7012	R941041	900 00	900 00	101	0	SALARY FY94 -PP23-26 NDAYISABA
01/08/94	CO-696-0000-S-00 9002	R941054	6,840 00	6,840 00	101	0	SALARY FY94-PP23-26/NIYIBIZI
01/08/94	CO-696-0000-S-00-7014	Y941042	600 00	600 00	101	0	SALARY FY94-PP23-26/NSENGIMANA
01/08/94	CO-696-0000-S-00-8017	R941052	3,720 00	3,720 00	101	0	SALARY FY94-PP23 26/MUNYAKAZI
01/08/94	MO-696-N53105	R941084	5,400 00	7,044 16	101	0	SALARY FY94 PP23-26/MUDENGE CL
09/30/94	MO-696-SAL-94-002	R949114	3,000 00	3,000 00	101	0	SAL PP6-13/94,HARELIMANA A
09/30/94	CO-696-0000-S-00 4021	R941110	5,280 00	5,280 00	101	0	SALARY FY94/MUPENZI
09/30/94	MO-696-SAL-94-001	R949113	900 00	900 00	101	0	SAL PP6-13/94,NYIRAHAKIZIMANA
OBJECT CLASS TOTALS >>			222,140 00	179,663 81			
EXPANDED OBJECT CLASS CODE 11902 CASH AWARDS-USDH							
08/01/94	AL 94-002	R941122	5,000 00	5,000 00	101	0	EDUC ALLOW LALITA REDDY
OBJECT CLASS TOTALS >>			5,000 00	5,000 00			
EXPANDED OBJECT CLASS CODE 12800 COST-LIVING ALLOW(COLA)-USDH							
09/30/94	MO-696-94-100	R941001	6,800 00	1,552 02	101	0	COLA USDH 10/1/93 9/30/94
OBJECT CLASS TOTALS >>			6,800 00	1,552 02			
EXPANDED OBJECT CLASS CODE 12902 FS TRANSFER ALLOWANCES-USDH							
10/12/93	AL-94-001	R941028	700 00	00	101	0	FS TRANSFER ALLOWANCE-AL SMIT
OBJECT CLASS TOTALS >>			700 00	00			
EXPANDED OBJECT CLASS CODE 21010 MISSION STAFF SITE VISITS-P/D							
10/01/93	TR-696-94-002/2	R941092	20 00	20 00	101	0	PD GITARAMA/PCLAVER
10/08/93	TR 696-94-001/1	R941030	280 00	101 86	101	0	PD CYANGUGU-10/6 8-ANTOINE
10/08/93	TR-696 94 002/1	R941029	100 00	38 94	101	0	PD CYANGUGU 10/6 8/PIERRE CLAV
10/14/93	TR-696-94 001/2	R941031	280 00	133 26	101	0	PD NYAMIGOGO 10/12-14/ANTOINE
10/14/93	TR-696 94 005/1	R941025	100 00	38 05	101	0	PD BUTARE 10/12 14 SEBERA

342

BUDGET PLAN CODE FOEA-94-21696-U000
EXPANDED OBJECT CLASS CODE 21010 MISSION STAFF SITE VISITS-P/D

TERMINAL DATE	OBLIGATION DOCUMENT	RESERV CONTROL	CUMULATIVE OBLIGATION	UNLIQUIDATED OBLIGATION	OFFICE CODE	FINAL PAY CODE	DESCRIPTION
10/15/93	TR-696-94-003/1	R941026	160 00	24 28	101	0	PD CYANGUGU 10/14 15/KURT
10/15/93	TR-696 94-004/1	R941023	80 00	43 18	101	0	PD CYANGUGU 10/14-15 RUTAYISI
10/20/93	TR-696-94-007/1	R941027	280 00	280 00	101	0	PD GIS -RUHENG 10/18-20/PAUL
10/20/93	TR-696 94-006/1	R941024	100 00	100 00	101	0	PD RUHENGRI 10/17-18/GATUNGE
11/18/93	TR-696-94-0081/1	R941088	280 00	61 54	101	0	PD-KIB/CYANG/BYUM/11/15-18-DN
11/19/93	TR-696-94 009/1	R941089	100 00	100 00	101	0	PO CYANGUGU 11/16-19/SAMWEL
12/09/93	TR-696-94-005/2	R941100	20 00	20 00	101	0	PD BUGESERA 12/09/SEBERA
12/09/93	TR-696-94 003/2	R941097	30 00	30 00	101	0	PD BUGESERA 12/09/93-KURT
12/10/93	TR-696-94-004/2	R941099	20 00	1 74	101	0	PD KIBUNGO 12/10/RUTAYISIRE S
12/10/93	TR-696-94-008/3	R941104	80 00	10 67	101	0	PD KIBUNGO 12/09-10/DAMASCENE
12/14/93	TR-696-94-010/1	R941105	50 00	13 49	101	0	PD KIBUYE 12/14 FABJEN
12/15/93	TR-696-94-003/3	R941098	160 00	77 67	101	0	PD GITARAMA 12/4 15/KURT
12/15/93	TR-696-94-008/2	R941103	20 00	20 00	101	0	PD KIBUYE-12/14-15/93-DAMASCEN
04/22/94	TR-696-94-004/3	R941140	50 00	50 00	101	0	PD GISENYI 3/23,3/24
12/13/94	TR-696-94-007/2	R941101	60 00	60 00	101	0	PD KIB BUTARE 12/10-13/PAUL
12/13/94	TR-696-94-011/1	R941106	40 00	40 00	101	0	PD BUTARE 12/13 TWAGIRUMUKIZA
12/13/94	TR-696-94-009/2	R941102	20 00	20 00	101	0	PD BUTARE 12/13-SAMUEL

OBJECT CLASS TOTALS >> 2,330 00 1,284 68

EXPANDED OBJECT CLASS CODE 21012 INFORMATION MEETINGS-PER DIEM

12/22/93	TA-696-94-005	R941095	2,400 00	470 27	101	0	PD WASH 12/16 22-RAY REDDY
09/30/94	TA-696-94 021	R941134	3,200 00	3,200 00	101	0	PD WASHINGTON CONSULT

OBJECT CLASS TOTALS >> 5,600 00 3,670 27

EXPANDED OBJECT CLASS CODE 21013 TRAINING ATTENDANCE-PER DIEM

06/13/94	TA-696 94-022	R941131	1,200 00	1,200 00	101	0	AID CONTRACTS WORKSHOP PD
06/21/94	TA-696-94-009	R941125	3,900 00	3,900 00	101	0	SYSTEMS ADMIN TRAIN PD

OBJECT CLASS TOTALS >> 5,100 00 5,100 00

EXPANDED OBJECT CLASS CODE 21014 CONFERENCE ATTENDANCE-PER DIEM

12/13/93	TA-696-94-004	R941090	1,000 00	1,000 00	101	0	PD NBI/BALTIM-11/27-12/13/GREG
12/13/93	TA-696-94-004	R941091	6,250 00	3,363 40	101	0	AF KGL NB-BT-KGL/GREG HEMPHILL
06/07/94	TA-696-94-008	R941128	2,500 00	2,500 00	101	0	POPUL CONFERENCE WASH PD
09/30/94	TA-696-94-007	R941115	1,800 00	1,800 00	101	0	PD BANJUL

2/23

BUDGET PLAN CODE FOEA-94-21696 U000
EXPANDED OBJECT CLASS CODE 21014 CONFERENCE ATTENDANCE-PER DIEM _____

TERMINAL DATE	OBLIGATION DOCUMENT	RESERV CONTROL	CUMULATIVE OBLIGATION	UNLIQUIDATED OBLIGATION	OFFICE CODE	FINAL PAY CODE	DESCRIPTION
OBJECT CLASS TOTALS >>			11,550 00	8,663 40			
EXPANDED OBJECT CLASS CODE 21022			INFORMATION MEETINGS-TRANSPORT _____				
12/22/93	TA-696 94-005	R941096	2,350 00	1,349 86	101	0	AF KGL-WASH-KGL-RAY REDDY
OBJECT CLASS TOTALS >>			2,350 00	1,349 86			
EXPANDED OBJECT CLASS CODE 21023			TRAINING ATTENDANCE-TRANSPORT _____				
06/13/94	TA 696-94-022	R941132	370 00	370 00	101	0	AID CONTRACTS WORKSHOP A/F
06/21/94	TA 696-94-009	R941124	3,200 00	3,200 00	101	0	SYSTEMS ADMIN TRAIN A/F
OBJECT CLASS TOTALS >>			3,570 00	3,570 00			
EXPANDED OBJECT CLASS CODE 21024			CONFERENCE ATTENDANCE-TRANSP _____				
06/07/94	TA-696-94-008	R941129	2,950 00	31 86	101	0	POPUL CONFERENCE WASH A/F
09/30/94	TA-696 94 007	R941116	2,900 00	2,900 00	101	0	A/F KGL-BANJUL-KGL
OBJECT CLASS TOTALS >>			5,850 00	2,931 86			
EXPANDED OBJECT CLASS CODE 21211			HOME LEAVE TRAVEL-PER DIEM _____				
01/26/94	TA-696 94 001	R941020	1,370 00	1,370 00	101	0	PD WASHINGTON/TRIP
09/30/94	TA 696-94 021	R941133	250 00	250 00	101	0	PD NEW HAMPSHIRE
OBJECT CLASS TOTALS >>			1,620 00	1,620 00			
EXPANDED OBJECT CLASS CODE 21221			HOME LEAVE TRAVEL AIRFARE _____				
01/08/94	TA-696-94-003	R941093	4,100 00	310 93	101	0	AF KGL-NHAMPSHIRE/NELSON DEP
09/30/94	TA 696 94 021	R941135	3,850 00	4,210 80	101	0	A/F KGL - CANTERBURY
09/30/94	TA-696-94 001	R941021	4,799 10	00	101	0	AF KGL-OREGON-KGL
OBJECT CLASS TOTALS >>			12,749 10	4,521 73			
EXPANDED OBJECT CLASS CODE 21506			EMERGENCY EVACUATION TRV _____				

hiz

BUDGET PLAN CODE FOEA-94-21696-U000
EXPANDED OBJECT CLASS CODE 21506 EMERGENCY EVACUATION TRV _____

TERMINAL DATE	OBLIGATION DOCUMENT	RESERV CONTROL	CUMULATIVE OBLIGATION	UNLIQUIDATED OBLIGATION	OFFICE CODE	FINAL PAY CODE	DESCRIPTION
06/30/94	TA 696-94-010	R949101	17,228 00	10,408 15	101	0	EVAC TRV EMPLOYEE/DPDNTS-KGL
06/30/94	TA 696-94-020	R949110	19,112 00	10,976 20	101	0	EVAC TRV EMPL+DPNTS-KGL-US-KGL
06/30/94	TA-696-94-019	R949109	23,764 00	13,498 25	101	0	EVAC TRV-EMPL+DPNTS KGL-US-KGL
06/30/94	TA-696-94-018	R949108	13,112 00	13,112 00	101	0	EVAC TRV-EMPL+DPNT KGL-US-KGL
06/30/94	TA-696-94-015	R949105	7,180 00	4,699 35	101	0	EVACUATION TRV-KURT FULLER
06/30/94	TA-696-94-017	R949107	00	00	101	0	EVAC TRV EMPL+DPNTS-KGL-US-KGL
06/30/94	TA 696-94-016	R949106	7,180 00	4,456 05	101	0	EVAC TRV KGL-US-KGL L DOURIS
06/30/94	TA-696 94-012	R949102	12,044 00	6,608 10	101	0	EVAC TRV-KGL-US-KGL SMITH/DPNT
06/30/94	TA-696-94-013	R949103	12,623 00	12,623 00	101	0	EVACUATION TRAVEL-C CANTELL
06/30/94	TA-696-94-014	R949104	7,417 00	7,417 00	101	0	EVAC TRV KGL-US-KGL-D GRIESER

OBJECT CLASS TOTALS >> 119,660 00 83,798 10

EXPANDED OBJECT CLASS CODE 22001 POST ASSIGN FRGHT(UAB,HHE,POV) _____

09/30/94	TA-696-94-070	R949200	50,000 00	50,000 00	101	0	SHPMNT OF POV'S-USDH'S-RWANDA
----------	---------------	---------	-----------	-----------	-----	---	-------------------------------

OBJECT CLASS TOTALS >> 50,000 00 50,000 00

EXPANDED OBJECT CLASS CODE 22002 HOME LEAVE FREIGHT (UAB) _____

01/08/94	TA-696-94-003	R941094	1,750 00	1,471 00	101	0	TRANSP UAB/NELSON DEPEND
01/26/94	TA-696-94-001	R941022	11,000 00	9,195 61	101	0	AIR FREIGHT UAB/CONSUM
09/30/94	TA-696-94 021	R941136	53,600 00	53,600 00	101	0	UAB, HHE, POV TRANSPORT

OBJECT CLASS TOTALS >> 66,350 00 64,266 61

EXPANDED OBJECT CLASS CODE 22004 TRANSP-OFF-OTHER EQUIP/VEHICLE _____

12/31/93	PO-696-0000 0-00-4011	R941039	2,198 07	2,198 07	101	0	TRANSPORTATION GENERATORS
09/30/94	PO-696-0000 0-00-4019	R941113	1,190 00	1,190 00	101	0	TRANSPORT CHGS

OBJECT CLASS TOTALS >> 3,388 07 3,388 07

EXPANDED OBJECT CLASS CODE 23001 TELE RENTAL/CALL,POSTAGE,TELEX _____

09/30/94	MO 696-94-503	R941009	14,000 00	3,596 56	101	0	COMMUNICATION
----------	---------------	---------	-----------	----------	-----	---	---------------

OBJECT CLASS TOTALS >> 14,000 00 3,596 56

EXPANDED OBJECT CLASS CODE 23402 UTILITIES OFFICE AND WAREHOUSE _____

7/2

BUDGET PLAN CODE FOEA-94-21696-U000
EXPANDED OBJECT CLASS CODE 23402 UTILITIES-OFFICE AND WAREHOUSE _____

TERMINAL DATE	OBLIGATION DOCUMENT	RESERV CONTROL	CUMULATIVE OBLIGATION	UNLIQUIDATED OBLIGATION	OFFICE CODE	FINAL PAY CODE	DESCRIPTION
09/30/94	MO-696-94-500	R941006	13,200 00	11,657 91	101	0	OFFICE UTILITIES
OBJECT CLASS TOTALS >>			13,200 00	11,657 91			
EXPANDED OBJECT CLASS CODE 23501 RENT - RESIDENTIAL _____							
06/15/94	AID-696-LE 89-002	R941108	4,025 00	178 31	101	0	RESID RENT
OBJECT CLASS TOTALS >>			4,025 00	178 31			
EXPANDED OBJECT CLASS CODE 23502 UTILITIES - RESIDENTIAL _____							
09/30/94	MO-696-94-400	R941003	8,400 00	5,809 46	101	0	RESIDENCE UTILITIES
OBJECT CLASS TOTALS >>			8,400 00	5,809 46			
EXPANDED OBJECT CLASS CODE 25901 REPAIRS/MAINT/RENOV-RESIDENCES _____							
09/30/94	MO-696-94-402	R941005	2,400 00	2,171 87	101	0	DIR RESID MAINT/RENOV
09/30/94	MO-696-94-401	R941004	11,100 00	2,983 50	101	0	USDH RESID MAINT/RENOV
OBJECT CLASS TOTALS >>			13,500 00	5,155 37			
EXPANDED OBJECT CLASS CODE 25902 REPAIRS RESIDENTIALEQUIP/FURN _____							
09/30/94	MO-696-94-300	R941002	1,000 00	1,000 00	101	0	MAINT/REPAIR RESID EQUIPM
OBJECT CLASS TOTALS >>			1,000 00	1,000 00			
EXPANDED OBJECT CLASS CODE 25904 REIMB DRAPES/CURTAIN ALLOW _____							
09/30/94	MO-696-94-507	R941013	3,000 00	3,000 00	101	0	CURTAINS ALLOWANCE
OBJECT CLASS TOTALS >>			3,000 00	3,000 00			
EXPANDED OBJECT CLASS CODE 25905 GUARD SERVICES-RESIDENTIAL _____							
10/31/93	CO S-87 748084	R941036	18,992 43	3,857 01	101	0	GUARDS SVCS OCT 93
OBJECT CLASS TOTALS >>			18,992 43	3,857 01			

9/16

BUDGET PLAN CODE FOEA-94-21696-U000
EXPANDED OBJECT CLASS CODE 31101 RESIDENTIAL FURNITURE _____

TERMINAL DATE	OBLIGATION DOCUMENT	RESERV CONTROL	CUMULATIVE OBLIGATION	UNLIQUIDATED OBLIGATION	OFFICE CODE	FINAL PAY CODE	DESCRIPTION
EXPANDED OBJECT CLASS CODE 31101 RESIDENTIAL FURNITURE _____							
09/30/94	PO-696-0000-0-00 4027	R941118	980 00	980 00	101	0	RESIDENTIAL FURNITURE
OBJECT CLASS TOTALS >>			980 00	980 00			
BUDGET ALLOWANCE TOTALS >>			667,090 17	500,571 15			

247

BUDGET PLAN CODE YKAX-94-21696-U000
EXPANDED OBJECT CLASS CODE 25999 ALL OTHER MISC CONTRACTUAL SER _____

TERMINAL DATE	OBLIGATION DOCUMENT	RESERV CONTROL	CUMULATIVE OBLIGATION	UNLIQUIDATED OBLIGATION	OFFICE CODE	FINAL PAY CODE	DESCRIPTION
09/30/94	YKAX-94 ACCRUALS	R949989	00	00	101	0	FY-94 ACCRUALS
	OBJECT CLASS TOTALS >>		00	00			
	BUDGET ALLOWANCE TOTALS >>		00	00			
	MISSION TOTALS >>		667,090 17	500,579 56			
	GRAND TOTALS >>		667,090 17	500,579 56			

348

USAID/RWANDA PIPELINE ANALYSIS AS OF 3/31/94

Project	PACD	Obligated/ Unearmarked	Earmarked/ Uncommitted	Committed/ Undisbursed	Total	Estim Disb to Be Deobl	Adj Total
110 FSR	03/30/93	6 300	13,925	521,100	541,325	200,000	220 225
122 COOP TR I	12/31/93	0	0	284 055	284 055	0	0
126 ASPAP	09/30/93	46 052	169 479	352 175	567 706	?	215,531
127 PRIME TA	03/30/94	134,757	29 304	90 770	254 831	200,000	164 061
128 MSH	09/30/95	978 707	919 276	2,431 123	4 329,106		1,897,983
129 NRMP	12/31/96	1 440 305	1,910 284	2 094 027	5,444,616		3 350 589
130 PD&S	09/30/94	363,209	114,408	648,427	1,126,044		477,617
133 DIG	09/30/97	1,360 879	189 147	2 842 298	4,392 324		1 550 026
134 RIM	09/30/98	178,764	4 516,855	410,007	5,105,626		4,695,619
135 PMPR	09/30/94	0	0	5,000,000	5,000,000	0	0
136 PVO	09/30/98	196 697	239,777	6,803,630	7,240,104		436,474
140 ASS DIS C	02/26/93	0	0	10,346	10,346		0
148 ASS DIS C	09/30/95	0	0	1,740,000	1,740,000		0
6980463 96 HRDA	09/30/95	654,146	238,479	453,062	1,345,687		892,625
6980467 96 NRMS	09/30/93	0	0	9 145	9 145		0
6980541 96 DHUMR	03/31/94	0	0	126,900	126,900		0
6989801 96 HUM RIG	09/30/92	0	0	2 847	2 847		0
6989901 96 SELF HLP	09/30/94	0	0	201,554	201 554		0
9682057 96 IDA DIS PE	09/30/93	0	0	568 019	568 019		0
9683020 96 CS-BLANK		0	0	0	0		0
TOTAL		5 359,816	8,340 934	24,589,485	38,290,235	200 000	13 900,750
CUM		5,359,816	13,700,750	38,290 235		13 900 750	

PROJECT SUMMARIES

	OBLIG	EARM	COMMIT	DISB	PIPELINE
110 FSR	15 238,581	15 232 281	15 218 356	14 697 256	541 325
122 COOP TR I	3,380 882	3 380 882	3 380,882	3 096,827	284 055
126 ASPAP	7 854 527	7,808 475	7,638 996	7 286 821	567,706
127 PRIME TA	493,831	359,074	329 770	239 000	254 831
128 MSH	9,572 810	8 594 103	7 674 827	5 243,704	4,329 106
129 NRMP	12,245,000	10,804 695	8,894 411	6,800 384	5 444,616
130 PD&S	2,399 349	2 036 140	1 921 732	1 273 305	1 126 044
133 DIG	4,700 000	3 339,121	3 149,974	307,676	4 392 324
134 RIM	6 000,000	5 821,236	1,304,381	894 374	5,105,626
135 PMPR	25,000 000	25 000,000	25 000,000	20,000 000	5 000,000
136 PVO	7 500,000	7,303 303	7,063,526	259,896	7,240 104
140 ASS DIS C	305,000	305,000	305,000	294,654	10 346
148 ASS DIS C	2,700 000	2 700 000	2 700,000	960 000	1 740 000
6980463 96 HRDA	3 000 000	2,345,854	2,107,375	1,654,313	1 345,687
6980467 96 NRMS	357 291	357,291	357,291	348 146	9 145
6980541 96 DHUMR	192 600	192,600	192,600	65,700	126,900
6989801 96 HUM RIG	366 225	366 225	366,225	363 378	2 847
6989901 96 SELF HLP	1 109,715	1,109 715	1,109 715	908,161	201,554
9682057 96 IDA DIS PE	2 191 490	2,191 490	2 191 490	1 623,471	568 019
9683020 96 CS-BLANK	107 448	107,448	107,448	107,448	0
TOTAL	104 714,749	99,354 933	91,013,999	66 424 514	38 290 235
		5 359,816	8,340,934	24 589,485	

Handwritten notes and signatures:

- WAMP - 5k - 6k
- 2 min dep
- 1k emps
- OK
- ABX
- 3k

ans

Handwritten notes:

- ADJ CAP
- ADS

Handwritten notes:

- 10
- 2.5
- 8

Project Number	Project Title	Authorized LOP	Revised PACD	Cum Obligations	Cum Earmarks	Cum Commitments	Cum Accurals	Contractor	Amount
696-0110	Farming Systems Research Project	\$15 700	03/30/93	\$15 301	\$15 295	\$15 281	\$14 929	Univ Arkansas Africare	\$9 953 411 750 000
696-0122	Coop Training & Research Centre	3 381	12/31/93	3 381	3 381	3 381	3 326	NCBA/CLUSA	3 380 882
696-0127	Policy Reform Initiative in Mfg and Employment (PRIME)	2 194 10 000	03/30/94	2 104 10 000	10 000	1 809 10 000	1 509 10 000	---	---
696-0128	MCH/FP II	10 893	09/30/95	9 530	8 421	7 721	4 870	MSH INTRAH (Buy-In) AVSC (Buy-In) Pop Council (B-I) JHPIEGO (B-I) SOMARC (B-I) SEATS (Buy-In)	2 524 929 457 570 391 851 109 000 177 000 580 000 690 000
									4 930 350
696-0129	NRMP	13 545	12/31/96	12 245	11 482	8 701	6 344	DAI Africare WCS Dian Fossey CARE Gituza For Frugivore	3 654 670 1 633 218 840 200 370 000 66 500 72 010
									6 636 598
696-0133	DIG	9 000	09/30/97	4 700	3 331	121	115	WLI	7 000 000
696-0135	Production & Mktg Policy Reform Program (PMPR)	25 000	09/30/94	25 000	25 000	25 000	25 000	---	---
696-0136	PVO Support	10 000	09/30/98	7 500	7 303	73	73	WLI	3 550 000
698-0455	African Grad Fellow III	54 750	09/30/96	---	---	---	---	AAI	---
698-0463 96	HRDA	3 000	09/30/95	3 000	2 243	1 886	1 557	---	---
936-3058	CARE -- MH/FP	1 950	06/96	---	---	---	---	CARE	327 736
936-4023	Pond Dynamics/Aquaculture	---	---	---	---	---	---	CRSP -- Oregon State/Auburn	---
936-5459	Food Security II -- Rwanda	3 106	3/30/95	2 130	2 130	2 130	735	MSU	3 106 499

Source PIR Report 9/30/93

350

To Glenn Cauvin@AFR DP@AIDW
Cc Dirk Dijkerman@AFR SA1@AIDW
B
F Greg Hemphill@AFR SA1@AIDW
Subject Rwanda - Pipeline Questions
Date Wednesday, July 6, 1994 14 48 18 EDT
Attach \123DATA\RWAPIPE WK3
Certify N
Forwarded by

Attached is an analysis of the figures in your e-mail of 6/3, which listed selected pipeline amounts from selected projects based on the 3/31/94 P19. I have entered the comparable figures from the 6/30 report, which reflects the results of a major effort to post unposted AOCs and to develop more accurate accruals.

The result is that the total pipeline of \$2,163,021 in your e-mail has been reduced so far by \$1,097,284 (50.73%) to \$1,065,737.

From this point on, my efforts will focus on

- 1 Insuring that the expenditures the accruals are based on get posted
- 2 Reviewing, reconciling, and resolving each commitment with an unliquidated balance, concentrating on the oldest fund cites
- 3 Overseeing the necessary decommitment and de-earmarking actions in preparation for eventual deobligation

Please contact me if you have any questions/comments

*Dub - so you don't have to
print attachment
- Jy*

USAID/RWANDA ANALYSIS OF PIPELINE AMOUNTS
 PREP BY Greg Hemphill, USAID/Rwanda Controller
 07/06/94

PROJECT NO	BPC	UNLIQUIDATED AMOUNT		CHNGE
		03/31/94	06/30/94	
BILATERAL				
FSRP				
6960110	GDA-86-21696AG13	382	382	0
	GSSA-88-21696KG13	91,507	0	(91,507)
	GSSA-90-21696KG13	35,012	11,102	(23,910)
	GSS1-91-21696KG13	414,422	56,509	(357,913)
		575,747	102,508	(473,239)
Coop Trng II				
6960122	GSS1-91-21696KG13	284,055	0	(284,055)
ASPAP				
6960126	GSSA-88-21696KG13	30,432	3,987	(26,445)
	GSSA-89-21696KG13	101,921	84,876	(17,045)
	GSS1-91-21696KG13	435,354	150,522	(284,832)
		567,707	239,385	(328,322)
PD&S				
6960130	GSSA-90-21696KG63	31,693	31,693	0
	GSS1-91-21696KG63	179,144	179,144	0
	GSS1-92-21696KG63	285,394	285,394	0
		496,231	496,231	0
ADC				
6960140	GSS2-92-21696IG13	10,346	0	(10,346)
REGIONAL				
HRDA				
6980463	96 GSSA-88-21696KG12	67,448	67,448	0
	GSSA-89-21696KG12	49,783	49,783	0
		117,231	117,231	0
NRMS				
6980467	96 GDNA-89-21696KG12	2,695	2,695	0
	GSSA-89-21696KG12	6,450	6,450	0
		9,145	9,145	0
HUM RGHTS				
6989801	96 GSSA-90-21696KG75	1,322	0	(1,322)
	GSS1-91-21696KG75	1,525	1,525	0
		2,847	1,525	(1,322)
SELF-HLP				
6989901	96 GSSA-88-21696KG75	14,665	14,665	0
	GSSA-90-21696KG75	5,928	5,928	0
	GSS1-91-21696KG75	21,273	21,273	0
	GSS1-92-21696KG75	57,846	57,846	0
		99,712	99,712	0
TOTAL		2,163,021	1,065,737	(1,097,284)
				-50.73%

To Dirk Dijkerman@AFR SA1@AIDW
Cc Eliphaz Mugo@REDSO CTL@NAIROBI
Patrick Muchuge@REDSO CTL@NAIROBI
Rashmi Amin@REDSO CTL@NAIROBI
Robert Leonard@REDSO CTL@NAIROBI
Bcc
From Greg Hemphill@AFR SA1@AIDW
Subject Pipeline Report as of 6/30/94
Date Thursday, July 7, 1994 8 22 42 EDT
Attach \123DATA\RWPIPE WK3
Certify N
Forwarded by

My most important goal as Controller is to resolve and reduce the Mission pipeline as a precondition to closing out the current development portfolio

The attached spread sheet analyzes the change in Mission's pipeline from 3/31/94 to 6/30/94. The spread sheet is three pages long. Each page is divided into two parts.

The first page analyzes the pipeline as of 3/31/94. The top portion shows amounts obligated but unearmarked, earmarked but uncommitted, committed but undisbursed, and the total pipeline by project. The bottom section shows the actual obligations, earmarks, commitments, disbursements, and pipeline by project.

The second page follows the same format for the pipeline as of 6/30/94.

The third page calculates the change in each amount from 3/31 to 6/30.

During this period, the pipeline has decreased by \$10,569,663, from \$38,290,235 to \$27,720,572, a decrease of 28%. This is despite the fact that there has been relatively little project activity during this time. The decrease has resulted primarily from

- 1) the corrected posting of \$5,000,000 as a disbursement in 6960135 (PMPR)
- 2) the posting of a large number of previously unaccepted AOCs
- 3) more accurate accruals

Obligations remained unchanged and earmarks increased only slightly due to amended PIOPs.

Commitments increased by \$5,808,196, due to the posting of missing commitments, including primarily

- 1) the relatively recent RIM TA contract (\$4,000,000)
- 2) the RIM WELLSTART add-on (\$298,317),
- 3) a DAI contract amendment in NRMP (\$1,000,000),
- 4) a USAID/W condom contract in MCH/FPII (\$257,271),
- 5) a missing PD&S delivery orders for an audit (\$38,343),
- 6) an HRDA in-country training program (\$196,786),
- 7) a PD&S study (\$20,459), and
- 8) contracts in DIG for three recently hired project-funded FSNs (\$5,517)

All but the last concern commitments executed outside of Rwanda (REDSO or USAID/W) that had never been posted. Some of them were relatively recent,

but others had been executed months ago. The solution to the problem of posting commitments executed elsewhere is more scrutiny of the project reports by both the Controller's Office and especially the technical divisions, which have the best knowledge of what documents have been executed and what work is actually under way. [End of Sermon] (I have found that when AOCs are involved, which is often the case, FM is a better place to ask for missing documents (like the condom contract) than the USAID/W technical office that executed the contract.)

A large portion of the funds in the largest of these commitments will not be used, but it was obviously important that the commitments be posted.

At this point, the project records have been scoured for posting anomalies and corrective action taken. The next step will be examining individual commitments and working with contractors to reconcile unliquidated amounts to close out and de-commit and de-earmark. This will prepare the records for eventual deobligations. While the pipeline should remain relatively stable during this next phase, the goal will be to move amounts from "committed but undisbursed" to "obligated but unearmarked."

USAID/RWANDA PIPELINE ANALYSIS AS OF 3/31/94

Project	PACD	Obligated/ Unearmarked	Earmarked/ Uncommitted	Committed/ Undisbursed	Total
110 FSR	03/30/93	6,300	13,925	521,100	541,325
122 COOP TR II	12/31/93	0	0	284,055	284,055
126 ASPAP	09/30/93	46,052	169,479	352,175	567,706
127 PRIME TA	03/30/94	134,757	29,304	90,770	254,831
128 MSH	09/30/95	978,707	919,276	2,431,123	4,329,106
129 NRMP	12/31/96	1,440,305	1,910,284	2,094,027	5,444,616
130 PD&S	09/30/94	363,209	114,408	648,427	1,126,044
133 DIG	09/30/97	1,360,879	189,147	2,842,298	4,392,324
134 RIM	09/30/98	178,764	4,516,855	410,007	5,105,626
135 PMPR	09/30/94	0	0	5,000,000	5,000,000
136 PVO	09/30/98	196,697	239,777	6,803,630	7,240,104
140 ASS DIS C	02/26/93	0	0	10,346	10,346
148 ASS DIS C	09/30/95	0	0	1,740,000	1,740,000
6980463 96 HRDA	09/30/95	654,146	238,479	453,062	1,345,687
6980467 96 NRMS	09/30/93	0	0	9,145	9,145
6980541 96 DHUMR	03/31/94	0	0	126,900	126,900
6989801 96 HUM RIG	09/30/92	0	0	2,847	2,847
6989901 96 SELF HLP	09/30/94	0	0	201,554	201,554
9682057 96 IDA DIS PE	09/30/93	0	0	568,019	568,019
9683020 96 CS-BLANK		0	0	0	0
TOTAL		5,359,816	8,340,934	24,589,485	38,290,235
CUM		5,359,816	13,700,750	38,290,235	

PROJECT SUMMARIES

	OBLIG	EARM	COMMIT	DISB	PIPELINE
110 FSR	15,238,581	15,232,281	15,218,356	14,697,256	541,325
122 COOP TR II	3,380,882	3,380,882	3,380,882	3,096,827	284,055
126 ASPAP	7,854,527	7,808,475	7,638,996	7,286,821	567,706
127 PRIME TA	493,831	359,074	329,770	239,000	254,831
128 MSH	9,572,810	8,594,103	7,674,827	5,243,704	4,329,106
129 NRMP	12,245,000	10,804,695	8,894,411	6,800,384	5,444,616
130 PD&S	2,399,349	2,036,140	1,921,732	1,273,305	1,126,044
133 DIG	4,700,000	3,339,121	3,149,974	307,676	4,392,324
134 RIM	6,000,000	5,821,236	1,304,381	894,374	5,105,626
135 PMPR	25,000,000	25,000,000	25,000,000	20,000,000	5,000,000
136 PVO	7,500,000	7,303,303	7,063,526	259,896	7,240,104
140 ASS DIS C	305,000	305,000	305,000	294,654	10,346
148 ASS DIS C	2,700,000	2,700,000	2,700,000	960,000	1,740,000
6980463 96 HRDA	3,000,000	2,345,854	2,107,375	1,654,313	1,345,687
6980467 96 NRMS	357,291	357,291	357,291	348,146	9,145
6980541 96 DHUMR	192,600	192,600	192,600	65,700	126,900
6989801 96 HUM RIG	366,225	366,225	366,225	363,378	2,847
6989901 96 SELF HLP	1,109,715	1,109,715	1,109,715	908,161	201,554
9682057 96 IDA DIS PE	2,191,490	2,191,490	2,191,490	1,623,471	568,019
9683020 96 CS-BLANK	107,448	107,448	107,448	107,448	0
TOTAL	104,714,749	99,354,933	91,013,999	66,424,514	38,290,235
DIFF		5,359,816	8,340,934	24,589,485	38,290,235

USAID/RWANDA PIPELINE ANALYSIS AS OF 6/30/94

Project	PACD	Obligated/ Unearmarked	Earmarked/ Uncommitted	Committed/ Undisbursed	Total
110 FSR	03/30/93	6,300	13,925	47,768	67,993
122 COOP TR II	12/31/93	0	0	0	0
126 ASPAP	09/30/93	46,052	169,479	23,855	239,386
127 PRIME TA	03/30/94	134,757	29,304	0	164,061
128 MCH/FPII	09/30/95	978,707	660,284	604,758	2,243,749
129 NRMP	12/31/96	1,440,305	910,284	2,174,595	4,525,184
130 PD&S	09/30/94	363,209	76,065	489,268	928,542
133 DIG	09/30/97	1,360,879	183,630	2,620,332	4,164,841
134 RIM	09/30/98	178,764	215,503	4,683,679	5,077,946
135 PMPR	09/30/94	0	0	0	0
136 PVO	09/30/98	196,697	238,259	6,422,777	6,857,733
140 ASS DIS C	02/26/93	0	0	0	0
148 ASS DIS C	09/30/95	0	0	1,485,860	1,485,860
6980463 96 HRDA	09/30/95	648,458	41,693	525,422	1,215,573
6980467 96 NRMS	09/30/93	0	0	9,145	9,145
6980541 96 DHUMR	03/31/94	0	0	127,939	127,939
6989801 96 HUM RIG	09/30/92	0	0	2,847	2,847
6989901 96 SELF HLP	09/30/94	0	0	206,950	206,950
9682057 96 IDA DIS PE	09/30/93	0	0	402,823	402,823
9683020 96 CS-BLANK		0	0	0	0
TOTAL		5,354,128	2,538,426	19,828,018	27,720,572
CUM		5,354,128	7,892,554	27,720,572	

PROJECT SUMMARIES

	OBLIG	EARM	COMMIT	DISB	PIPELINE
110 FSR	15,238,581	15,232,281	15,218,356	15,170,588	67,993
122 COOP TR II	3,380,882	3,380,882	3,380,882	3,380,882	0
126 ASPAP	7,854,527	7,808,475	7,638,996	7,615,141	239,386
127 PRIME TA	493,831	359,074	329,770	329,770	164,061
128 MCH/FPII	9,572,810	8,594,103	7,933,819	7,329,061	2,243,749
129 NRMP	12,245,000	10,804,695	9,894,411	7,719,816	4,525,184
130 PD&S	2,399,349	2,036,140	1,960,075	1,470,807	928,542
133 DIG	4,700,000	3,339,121	3,155,491	535,159	4,164,841
134 RIM	6,000,000	5,821,236	5,605,733	922,054	5,077,946
135 PMPR	25,000,000	25,000,000	25,000,000	25,000,000	0
136 PVO	7,500,000	7,303,303	7,065,044	642,267	6,857,733
140 ASS DIS C	305,000	305,000	305,000	305,000	0
148 ASS DIS C	2,700,000	2,700,000	2,700,000	1,214,140	1,485,860
6980463 96 HRDA	3,000,000	2,351,542	2,309,849	1,784,427	1,215,573
6980467 96 NRMS	357,291	357,291	357,291	348,146	9,145
6980541 96 DHUMR	192,600	192,600	192,600	64,661	127,939
6989801 96 HUM RIG	366,225	366,225	366,225	363,378	2,847
6989901 96 SELF HLP	1,109,715	1,109,715	1,109,715	902,765	206,950
9682057 96 IDA DIS PE	2,191,490	2,191,490	2,191,490	1,788,667	402,823
9683020 96 CS-BLANK	107,448	107,448	107,448	107,448	0
9684006 IDA-DART XXX					0
TOTAL	104,714,749	99,360,621	96,822,195	76,994,177	27,720,572
DIFF		5,354,128	2,538,426	19,828,018	27,720,572

USAID/RWANDA PIPELINE ANALYSIS CHANGES FROM 3/31 TO 6/30

Project	PACD	Obligated/ Unearmarked	Earmarked/ Uncommitted	Committed/ Undisbursed	Total
110 FSR	30-Mar-93	0			
122 COOP TR II	31-Dec-93	0	0	(284,055)	(284,055)
126 ASPAP	30-Sep-93	0	0	(328,320)	(328,320)
127 PRIME TA	30-Mar-94	0	0	(90,770)	(90,770)
128 MCH/FPII	30-Sep-95	0	(258,992)	(1,826,365)	(2,085,357)
129 NRMP	31-Dec-96	0	(1,000,000)	80,568	(919,432)
130 PD&S	30-Sep-94	0	(38,343)	(159,159)	(197,502)
133 DIG	30-Sep-97	0	(5,517)	(221,966)	(227,483)
134 RIM	30-Sep-98	0	(4,301,352)	4,273,672	(27,680)
135 PMPR	30-Sep-94	0	0	(5,000,000)	(5,000,000)
136 PVO	30-Sep-98	0	(1,518)	(380,853)	(382,371)
140 ASS DIS C	26-Feb-93	0	0	(10,346)	(10,346)
148 ASS DIS C	30-Sep-95	0	0	(254,140)	(254,140)
6980463 96 HRDA	30-Sep-95	(5,688)	(196,786)	72,360	(130,114)
6980467 96 NRMS	30-Sep-93	0	0	0	0
6980541 96 DHUMR	31-Mar-94	0	0	1,039	1,039
6989801 96 HUM RIG	30-Sep-92	0	0	0	0
6989901 96 SELF HLP	30-Sep-94	0	0	5,396	5,396
9682057 96 IDA DIS PE	30-Sep-93	0	0	(165,196)	(165,196)
9683020 96 CS-BLANK		0	0	0	0
TOTAL		(5,688)	(5,802,508)	(4,761,467)	(10,569,663)
CUM		(5,688)	(5,808,196)	(10,569,663)	0

PROJECT SUMMARIES

	OBLIG	EARM	COMMIT	DISB	PIPELINE
110 FSR	0	0	0	473,332	(473,332)
122 COOP TR II	0	0	0	284,055	(284,055)
126 ASPAP	0	0	0	328,320	(328,320)
127 PRIME TA	0	0	0	90,770	(90,770)
128 MCH/FPII	0	0	258,992	2,085,357	(2,085,357)
129 NRMP	0	0	1,000,000	919,432	(919,432)
130 PD&S	0	0	38,343	197,502	(197,502)
133 DIG	0	0	5,517	227,483	(227,483)
134 RIM	0	0	4,301,352	27,680	(27,680)
135 PMPR	0	0	0	5,000,000	(5,000,000)
136 PVO	0	0	1,518	382,371	(382,371)
140 ASS DIS C	0	0	0	10,346	(10,346)
148 ASS DIS C	0	0	0	254,140	(254,140)
6980463 96 HRDA	0	5,688	202,474	130,114	(130,114)
6980467 96 NRMS	0	0	0	0	0
6980541 96 DHUMR	0	0	0	(1,039)	1,039
6989801 96 HUM RIG	0	0	0	0	0
6989901 96 SELF HLP	0	0	0	(5,396)	5,396
9682057 96 IDA DIS PE	0	0	0	165,196	(165,196)
9683020 96 CS-BLANK	0	0	0	0	0
9684006 IDA-DART					
TOTAL	0	5,688	5,808,196	10,569,663	(10,569,663)

3,571

To Dirk Dijkerman@AFR EA@AIDW
Dirk Dijkerman@AFR SA1@AIDW
Louanne Douris@AFR EA@AIDW
Mary Alice Kleinjan@GC@AIDW
Cc
Bcc
From Drew Lutten@GC@AIDW
Subject Rwanda agreements
Date Tuesday July 5 1994 14 52 36 EDT
Attach
Certify N
Forwarded by

Dirk as you walked out of my office I thought of something worth mentioning The letters to be sent to the Ambassador advises him that we are terminating the contracts and grants etc under various projects

My understanding is that all of the agreements to be terminated are part of bilateral project agreements and do not themselves represent obligations for appropriations purposes However if any of the contracts or grants were not done under a PROAG termination would effect a deobligation for which we would want to have a reob plan

We should consider when it will be appropriate to officially suspend or terminate the relevant Proags If it becomes necessary to do so quickly there may be notice-of-termination clauses in the agreements themselves which would make terminations effective only after a period of time (30 days is standard) This probably would impede our ability to do a quick deob-reob So if deob-reob is in our plans we should look at what it will take to terminate the PROAGS in question In particular older agreements may require 30 days notice while newer ones (or ones which were recently amended may require less)

USO/D/R is aware and
coordinates w/ AFR/DP
Glenn C see
cont Greg Haglund for details.

deob reob

RWANDA OYB FOR 1994

PROJECT	NUMBER	MECHANISM	AMOUNT	COMMENTS
Food Security II	936-5459	OYB TRANS	\$1 500 000	Not to be executed until arrangements made with COTR Gloria Steele
Assistance to Displaced Persons	696-0148	LSGA	\$1,700 000	This is a unilateral Limited Scope Grant Agreement Amendment to be executed by the Mission Al Smith is the Project Officer
Health Resources Support II	936-6004	OYB TRANS	\$1,000,000	Not to be executed until arrangements finalized with COTR Lloyd Feinberg
	TOTAL		\$4 200 000	

Finalized to DP

28

To Linda Lloyd@AFR EA@AIDW,Dwight Smith@AFR EA@AIDW
Dwight Smith@AFR SA1@AIDW
C/ Jim Govan@AFR DP@AIDW,Glenn Cauvin@AFR DP@AIDW
Dick Day@AFR DP@AIDW,Marx Sterne@AFR DP@AIDW
B/ [redacted]
From Dirk Dijkerman@AFR SA1@AIDW
Subject RWANDA Reduction in FY 94 OYB
Date Monday, July 18, 1994 8 12 13 EDT
Attach
Certify N
Forwarded by

Linda,
Can you initiate the paperwork to have AFR/DP reduce USAID/Rwanda's
OYB by \$1,700,000? Thank you

The change is as follows

696-0148 Assistance to Displace Persons (ADP) Project

Planned Obligation in FY 1994 \$1,700,000

change reduce to zero

[redacted] Reason Due to the recent USG announcement that we recognize no group or
parties as the legitimate representatives of the Rwandanese people, we can
not obligate these funds bilaterally We are also not prepared to obligate
these funds directly into grants with PVOs, as they do not need these funds
as yet

FYI We gave the Rwandan Ambassador five days to get out of the country We
froze all their assets We finally made a decision!!

To Jim Govan@AFR DP@AIDW, Glenn Cauvin@AFR DP@AIDW
Marx Sterne@AFR DP@AIDW, Linda Lloyd@AFR EA@AIDW
Cc Claudia Cantell, Louanne Douris, Kurt Fuller, Deborah Grieser
Christophe A Grundmann, Greg Hemphill, William Martin
Ray Reddy, Dwight Smith
Bcc
From Dirk Dijkerman@AFR SA1@AIDW
Subject RWANDA Status of OYB Actions
Date Monday, July 18, 1994 8 22 06 EDT
Attach
Certify N
Forwarded by

Another e-mail addressed the \$1.7 million for Assistance to Displaced Persons (ADP) Project

The OYB outstanding actions are summarized as follows

FS II 936-5459 Kurt Fuller has a revised budget from MSU It looks

like we can zero out the \$1.5 million we had reserved for FS II

HOWEVER, Kurt Fuller, with Al Smith, will give you the final word this week

A 696-0148 Zero it out, thus freeing \$1.7 million

Health Resources
Support II 936-6004 \$1.0 million Still on track Bill Martin and Lloyd
Feinberg will get back to you with the final details
Lloyd is in Rwanda-Kenya-Uganda-Burundi-Tanzania as
we speak to finalize the Project

This is a centrally-managed project The recent USG
decision to not recognize any government in Rwanda
does not pose any obstacles to this activity moving
forward

That's all folks,

Dirk

To Jim Govan@AFR DP@AIDW, Glenn Cauvin@AFR DP@AIDW
Marx Sterne@AFR DP@AIDW, Linda Lloyd@AFR EA@AIDW
Dwight Smith@AFR EA@AIDW, Gloria Steele@R+D EID@AIDW
Dirk Dijkerman@AFR SA1@AIDW
Louanne Douris@AFR SA1@AIDW
William Martin@AFR SA1@AIDW
Greg Hemphill@AFR SA1@AIDW, Ray Reddy@AFR SA1@AIDW

Bcc
From Kurt Fuller@AFR SA1@AIDW
Subject re RWANDA Status of OYB Actions
Date Monday, July 18, 1994 9 30 06 EDT
Attach
Certify N
Forwarded by

Regarding the \$1 325 million originally intended for the FSII/Rwanda project add-on, please be advised that the project will not be needing these additional funds and thus, they may be reprogrammed (FYI the correct amount is \$1 325 million and not/not \$1 5 indicated in Dirk's e-mail)

For Al Smith Please confirm

Thanks,
KF

To Marx Sterne@AFR DP@AIDW
Cc Dwight Smith@AFR EA@AIDW,Dwight Smith@AFR SA1@AIDW
Linda Lloyd@AFR EA@AIDW,Dick Day@AFR DP@AIDW
Jim Govan@AFR DP@AIDW,Glenn Cauvin@AFR DP@AIDW
William Martin@AFR EA@AIDW
William Martin@AFR SA1@AIDW
Bcc
From Dirk Dijkerman@AFR SA1@AIDW
Subject re Rwanda - FY 94 OYB
Date Monday, July 18, 1994 13 02 33 EDT
Attach
Certify N
Forwarded by

No, for the Lloyd Fienberg orphans activity, it will be a bilateral OYB transfer to G bureau as they have no money for this This transfer from USAID/R monies was discussed and agreed to -- see the June 4 memo on Rwanda's realigned program -- DDay has a copy as do others

FS II and ADP -- yes, zero them out of the FY 1994 budget

Re the democracy monies, I thought we had lost them long ago

For details, linda is preparing a revised OYB sheet from AFR/EA/RB to AFR/DP

To Patrick Muchuge@REDSO CTL@NAIROBI,
Claudine Mudenge@REDSO CTL@NAIROBI
Eliphias Mugo@REDSO CTL@NAIROBI
Charles Githaiga@REDSO CTL@NAIROBI
Bcc Dirk Dijkerman@AFR SA1@AIDW
From Greg Hemphill@AFR SA1@AIDW
Subject AOCs, MACS Reports, FSN payroll reconciliation
Date Saturday, July 9, 1994 8 29 24 EDT
Attach
Certify N
Forwarded by

CONF
[Handwritten signature]

I hope my e-mails are starting to come through

1 AOCs Claudine informs me that a number of AOCs were not posted for the June reports My perusal of the reports confirms this--at least some are large and straight forward, such as JHPiego (about \$75,000) from March Patrick, you were supposed to inform me if there were any problems with large AOCs before the June closing

At any rate, please post the remaining AOCs and send me the completed AOC control sheet, indicating any remaining problems, as soon as possible (like 7/11) I'm working on reconciling the MACS records with the contractors' financial reports, so I need to know where we stand on the old AOCs I am particularly interested in AOCs pertaining to finished contracts, such as the University of Arkansas in 6960110, where I see \$273,877 64 still unposted, according to their final voucher financial report

Brij Nagpaul is on vacation, but I will contact him on Monday regarding the problem of fund cite discrepancies for certain AOCs between USAID/W's FACS and our MACS and what the procedure for correcting them is

2 FSN Payroll I understand from Claudine that you have all the relevant RAMC reports (which means both the "Voucher and Schedule of Payments" and the "Comprehensive Payroll") from RAMC through PP5 You must have both for my spread sheet to work Here, I have received the "Voucher" for PPs 3,4,5,6 and the "Comp" for PPs 6,7,8 Please confirm that you have both reports through PP5 and I will ask RAMC to sent documents for the other PPs to you (PP6 can, of course, be posted from my sample spread sheet)

3 Please send me interim P07, P06, P05, and P04 reports, which include the AOCs, so I can get a better picture of our real pipeline (without accruals)

I am also still waiting for a FAX of the list you use to send me MACS reports, so I can review and correct it



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

early June '94
[Signature]

MEMORANDUM

TO. AFR/EA, Dirk Dijkerman
FROM USAID/Rwanda, *Ray Reddy* / EXO
SUBJECT USAID/PHASEOUT RWANDA/CLOSE-OUT PLAN

Per our discussions, I have developed steps needed to Phase down/Close-Out USAID/Rwanda Mission operations. These are outlined as follows:

- (1) Termination notices have to be prepared for all the FSN and PSC contract employees
- (2) Severance payments and accrued benefit payments have to be calculated and personnel actions prepared for payments
- (3) Lease termination letters have to be prepared for all leases
- (4) Lease close-out costs have to be computed and payment vouchers prepared for all the leases
- (5) Termination letters have to be prepared for all O E Service contracts
- (6) Settlement vouchers for the above noted contracts have to be processed via vouchers
- (7) Property close-out /NXP
 - A Conduct Inventories, prepare disposal documents for the following properties
 - B Residential furniture and equipment
 - C Office furniture and equipment
 - D Computers and related equipment
 - E Misc ' machinery and equipment (generators etc)
- (8) Conduct Inventories, Prepare disposal documents for expendable property

[Handwritten mark]

(9) Prepare disposal documents for vehicles (U S G)

(10) Disposition of USAID owned real property

FA OMS Responsibility

Inventories

A Decisions need to made on the USAID office building
FA OMS responsibility

B Decisions need to made on the USAID Director's
residence FA/OMS responsibility

C Prepare documents accordingly. FA/OMS
responsibility

(11) Close-Out of pipe line payments as shown below

-- Utilities (residential and the office)
electric, water, refuge, telephone etc
-- other pending payments

(12) Contractor claim processing for O E and P S U

(13) Coordination of USDH property loss claims process

(14) Records disposition

Inventories

-- Records retention
-- Records disposition

(15) Communications and Pouch

-- Delete USAID/Rwanda from W/W cable system
-- Cancel pouch (re - route to AID/W)

cc AFR/MRP, Betty Ryner
FA/OMS, Ann Dotherow

TIME LINE CHART FOR ACTIONS

ITEM #	COMPLETION	ACTION AID/W	TDY ACTION OFFICER	USAID/RWANDA FSN'S	TIME REQ
I.	17 JUNE 94	EXO	JAIRO GRANDOS EXO/REDSO	(2) COLETTE & DATIVE	20W/DAYS
II.	17 JUNE 94	EXO/CONT	REDSO/CONT/ RFMC PARIS	COLETTE	20W/DAYS
III.	17 JUNE 94	EXO	JAIRO/EXO	(2) RITA & ANGELLE	20W/DAYS
IV	—		JAIRO/EXO	(2) RITA & ANGELLE	" "
V	17 JUNE 94	EXO	JAIRO/EX	RITA & ANGELLE	" "
VI	—		JAIRO/ LENORAD REDSO/EXO/ CONT	RITA & ANGELLE	" "
VII	17 JUNE 94	EXO	JAIRO	(2) PIERRE & AUGUSTIN	20 DAYS
VIII	17 JUNE 94	EXO	JAIRO	PIERRE & AUGUSTIN	" "
IX	17 JUNE 94	EXO	JAIRO	PIERRE & AUGUSTIN	" "
X.	17 JUNE 94	EXO	FA/OMS JAIRO	PIERRE & AUGUSTIN	" "
XI	17 JUNE 94	EXO/CONT	JAIRO/ LEONARD	RITA/ANGELLE /PIERRE	" "
XII.	17 JUNE 94	EXO/CONT	JAIRO/ LEONARD	RITA	"
XIII	17 JUNE 94	EXO	SMITH/WEBER AID/W WILLIE HARDEN	—	—
XIV	17 JUNE 94	EXO	JAIRO	WESLEY & ANDREW	20 DAYS
XV	17 JUNE 94	EXO	SMITH	WESLEY	5 DAYS

NGOs/UN Agencies currently working in Rwanda/ June 28, 1994

Unicef	All of Rwanda
WFP	North, Kigali
ADRA	Kigali
AmRef (African Medical & Research Foundation)	North
Care	North
CRS	North, South
Compassion Intl	North
German Emergency Doctors	North
GOAL	North
ICRC	All of Rwanda
Medecins du Monde	East (left the North)
MSF	North, South, Kigali
Oxfam	North
Pharmaciens sans Frontieres	(left the North and Kigali)
Samaritans Purse	North
Save the Children/UK	North
SOS Children's Village	North
Terre des Hommes	North
World Vision	North, South, Kigali

MEMORANDUM

DATE 16 June 1994

TO Linda Howey, AA/AFR

FROM Chris Grundmann, USAID/Rwanda, HPO/TAACS

THROUGH Dirk Dijkerman, USAID/Rwanda, A/Dir

SUBJECT Mission experience in emergency camps

USAID/Rwanda has had experience over the past two years both working in and observing others working in and helping others coordinate the aid to the displaced and refugee camps that existed in Rwanda since the October 1990 invasion of the country by the Rwandan Patriotic Front. Since the Mission is in the process of disbanding it makes sense to put some of our observations and experiences on paper so that they may be used by OFDA during the proposal review process if they so choose.

To give the memo some structure it is written as if it were a partial response to the UNICEF Rwandan Emergency Plan of Action (May 1994 - detailed description of the UNICEF section of the first consolidated appeal). The UNICEF funding request is extremely broad-reaching and it covers most of the areas where USAID Rwanda has observations of one form or another. The health office feels strongly that the following areas of emergency aid should not be overlooked in the rush to get the population food and shelter. While food and shelter are clearly the dominant priority, many of the interventions discussed below are also very important, and if they are not addressed immediately they will have to be addressed later and at much greater cost since the health and nutritional status of the refugee and displaced population will likely have markedly deteriorated.

- 1) **Medical supplies** The need to ensure the funding of medical supplies was the impetus for this exercise. Cholera and dysentery are recurrent public health problems in Rwanda and the lead time necessary to procure some of the necessary drugs (notably nalidixic acid for dysentery) demands immediate action by an agency. The dysentery "season" starts in the fall. UNICEF in Nairobi states that they need 6-10 weeks to get nalidixic acid in country, thus the supply would need to be ordered by July to assure its timely arrival.

Two years of hard work by many organizations had left the Rwandan displaced population relatively healthy and well-nourished - more or less equal to or better than the Rwandan population as a whole. (Note the

Burundian refugees in Rwanda were both less healthy and more malnourished) Early reports from the camps (or at least, Benaco) suggest a relatively healthy and well-nourished refugee population However, it should not be forgotten that various factors can contribute to a rapid decline in health status and the provision of essential medical supplies should be of the highest priority In 1990 and 1992 the displaced in Rwanda also entered the camps in pretty good shape But the delay in full provision of services led to a marked decrease in nutritional and health status that later took a lot of energy, time and resources to counteract

- 2) Vaccinations Rwanda had very high vaccination coverage before the crisis, both in the displaced population and the population as a whole Given the dynamics of vaccination coverage -- children needing vaccinations are born every day -- the coverage rate will begin to fall almost immediately It would be a waste of resources to let the coverage slip and then try to "catch up" later Measles epidemics are common in camp situations and it would make sense to fund an immediate measles vaccine campaign Finally, instituting an immunization program takes some time so that even if funding were made available immediately it would be a couple of months at minimum before an overall program could be up and running
- 3) Training of health care staff I would think that there is a large population of health care workers in the displaced camps We know of two medical doctors who worked for USAID who are now working as medical directors of camp hospitals My guess is that what is needed is less training than organizational measures - find the existing nurses and medical assistants and put them to work, institute a management structure (not easy given the various players), then supervise, monitor and evaluate them carefully
- 4) Nutrition/supplementation The experience with the Rwandan displaced is that UNICEF is the best provider of targeted feeding programs, either directly or working through NGOs Their definitions of who needs to be targeted are better than those of the NGOs (for instance - UNICEF insisted over NGO resistance that all lactating women be given priority for food supplements) UNICEF's ability to limit the distributions to the targeted populations was much better than the NGOs

Particular mention should be made of the success that high energy biscuits had in Rwanda UNICEF, with USAID/OFDA funding, ran a 1.2 million dollar biscuit program that had a marked impact on the rates of severe and moderate malnutrition in the camps Over the course of five months the rates of wasting (weight-for-height malnutrition) dropped from approximately three times that of the Rwandan general population to the same level as that of the general population

- 5) Nutrition surveillance UNICEF ran the only legitimate nutrition surveys of the displaced and refugees in Rwanda ICRC and MSF figures proved to be consistently overstated UNICEF's surveys were coordinated by a Kigali based staff and executed by camp members in each camp on a monthly basis The results were sensitive and accurate Much of the Kigali-based staff is now working out of the Kabale UN Office and could be put back on the job relatively easily
- 6) Micronutrient supplementation Important in normal situations and arguably more important in the camps Vitamin A is especially important in emergency situations
- 7) Water and sanitation The experience from Rwanda would suggest that this is a critical need, both mechanically, drilling bore holes and latrines, and in education For some undetermined reason, Rwandans use very little water (even in normal life), so in the displaced camps the NGOs ran education programs on handwashing and other sanitation issues I'm not sure which agency or NGO is best prepared to deal with this issue
- 8) Provision of sheeting, utensils, etc UNICEF did not do this for the displaced camps in Rwanda, NGO's did While urgently needed, it isn't clear that UNICEF is the best agency to do it
- 9) Various education, IEC and capacity building exercises I would leave others to fund these sorts of activities
- 10) Note on the use of term "rehabilitation" In Rwanda camps were almost always located near existing health centers These health centers than served as a base of operations for camp health activities supplemented by tent "field" sites Thus if the center had been looted or damaged by war, it needed to be resupplied or rebuilt, which was frequently called rehabilitation But it is a short-term need aimed directly at the affected camp population, not a long-term rehabilitation of the country's infrastructure Proposals thus may be using the term rehabilitation when what is being asked for is short-term support
- 11) General note on coordination of activities UNICEF chaired both the nutrition and medical sub-groups of the emergency action committee in Kigali They served a very valuable function keeping the various PVOs and NGOs working together (a function that for whatever reason neither UNHCR or WFP was able to perform - they often contributed to a lack of coordination) By not being a major provider of goods to the NGOs they were perhaps better able to serve a coordinating role

Cc

Linda Lloyd, AFR/EA
Mary Harvey, AA/AFR
Bill Martin, USAID/Rwanda
Al Smith, USAID/Rwanda

**Talking Points
for Meeting with
Gerald Gahma, Special Representative,
Rwandan Patriotic Front (RPF)
in Room 3519 NS
at 1445 on June 23, 1994**

General Points: USG Humanitarian Actions to Date

- * Since April 1994, the U S Government (USG) has financed \$95 million worth of emergency activities, e g , food and non-food commodities, their transport to the region and services. Additional assistance is likely.
- * USAID's Bureau for Humanitarian Response/Office of Foreign Disaster Assistance (BHR/OFDA) has placed a Disaster Assistance Response Team (DART) in the region. The DART is based in Nairobi and has recently established a field office in Kabale. Another field office in Bujumbura will be in place on July 1. The purpose of the DART is to closely monitor the situation in the region, report regularly to OFDA/Washington, and review and fund NGO, UN agency, and international organizations (IO) projects. The DART team leader has attended both RPF/NGO/UN/IO meetings held in Mulindi and was recently part of the US Government delegation to the region.
- * To date, much of the USG assistance has consisted of the pre-positioning of commodities until access to the affected populations improves.
- * Funds reserved for the Rwanda crisis will be obligated after NGOs develop and submit quality proposals that can be implemented. The DART will be funding proposals directly from Nairobi to facilitate timely availability of resources to respond to the emergency. Other proposals which are not as immediate in nature will be reviewed by the respective funding agency in Washington.
- * To implement humanitarian assistance, all parties need to be able to access vulnerable groups and conduct an assessment of the populations at risk.
- * The USG continues to encourage the UN/NGO/IO humanitarian activities in northern and eastern Rwanda, as well as in other areas of Rwanda.

General Points: Initial RPF Actions on Humanitarian Issues

- * The establishment and continuation of monthly meetings and sector working groups with the relief organizations have been positive. The magnitude of the problem

requires continued close interaction and cooperation between the RPF, the UN Agencies, IOs, and the NGOs

- * The objective of holding NGOs accountable is good although it is difficult to implement. While the use of "Report Cards" is one way of encouraging accountability, it often introduces unconstructive politics and internal fighting which may impede the delivery of emergency assistance.

How the RPF works with competing interests now is viewed by many as an indicator as to how the movement will respond in a future pluralistic setting

Recent Developments Key RPF Actions on Humanitarian Issues

- * The lack of full cooperation from the RPF resulted in the cancellation of the UN/NGO assessment mission scheduled for June 21-22. This activity was arranged at the highest levels of the UN and RPF. The cancellation, unfortunately, will delay the delivery of humanitarian assistance due to the inability to assess needs and access vulnerable populations -- a necessary precondition to the delivery of assistance. We hope that the RPF will immediately renew steps towards arranging for an assessment of the needs in all RPF territory.

- * The use of guides/escorts is helpful for security and ensuring NGO accountability, but the current system hinders the work of the NGOs. There seem to be several problems which could be minimized:

1) It is reported that guides do not work weekends which means that many NGOs cannot work weekends. Most NGOs regularly work 7 days a week. Interrupting their work delays the delivery of assistance, and consequently frustrates the NGOs and the RPF.

2) Some NGOs have been assigned several geographic locations but are assigned only one guide. How can an NGO effectively work in several locations with one guide?

- * Staffing issues

1) We understand that NGOs are assigned staff by the RPF. USAID asks that the RPF make a greater effort in matching qualifications and quantity of the RPF staff persons to the staffing needs of the NGOs. We have learned that sometimes an NGO may receive many more staff than is required for the project, or vice versa.

2) There also may be a problem of skill requirements if an NGO providing health assistance is assigned an agricultural expert or vice versa. We ask that the RPF assign staff persons with complementary skills in order to facilitate the overall effort.

3) We understand that the RPF, in coordination with the UNREO, is taking steps to pay the staff members by providing food and non-food items. We praise this initial step. We hope that the RPF and the UNREO will adjust the "payment," if necessary, to meet the changing needs of the staff members.

- * It seems that some NGOs have been assigned project sites around which they have developed plans, secured funding based upon those plans, and purchased the necessary equipment. Upon completion of these steps, the NGO arrived on site to begin work, only to be advised by the RPF that because they did not respond quickly enough they are being reassigned to another site.

While we can appreciate the need for a timely response by the NGOs, the reassignment process may actually result in a waste of time and money. After an assignment is made, perhaps the RPF could discuss with the NGO a timeline. If the NGO encounters difficulty in meeting the timeline, then the NGO could discuss with the RPF what the difficulties are and decide together on next steps. In other words, an open line of communication would alleviate this problem.

- * The lack of active support for harvesting food in a situation where there is an abundant ready harvest and people in need raises questions on whether food is being viewed as a weapon. The inability to harvest is also expected to result in a worsening nutritional situation which could be avoided if the current crops were harvested. We strongly urge the RPF to facilitate the movement of farmers to their fields to harvest the current crops, as well as provide them the opportunity to plant in the fall.
- * The agreement in principle to allow tracing so that unaccompanied children can be reunited with their families is very encouraging. By starting now, and by working with the UN, NGOs and IOs (Save the Children/UK and ICRC) to ensure compatibility of information, it is hoped that the reunification of families will be facilitated. (FYI The U S Government is exploring financial support to this activity.)
- * USAID understands that the displaced persons camps are being established to help the people. However, we also want to emphasize that allowing people to return to their homes will facilitate the transition to a "normal" life. We hope that displaced persons are allowed the movement to return home, if they wish to do so.
- * Overall, we have been encouraged by the United Nations efforts. While there will be implementation problems, we believe that as the UN, NGOs, IOs and the RPF work together there will be increased confidence and improved performance and coordination in the humanitarian relief efforts, on both sides.

Drafted USAID/Rwanda D A Smith
Clearance Amb Rawson (Substance)
OFDA R Davis-Tooley (Draft)

Darts
6/24/94

**Interagency working Group
on Humanitarian Affairs
in the Rwanda-Burundi Sub-Region**

June 24, 1994
1400, Rm 3519 NS

Proposed Agenda

I Updates/Old Business

- | | | |
|---|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| A | STATE/PRM | Refugee flows, Benako (e g , demarche, reinforcements), ERMA |
| B | USAID/BHR/OFDA | DART team, displaced numbers, status of proposals submitted |
| C | Peace Corps | Volunteers update |
| D | USAID/Rwanda | AIDSCAP and UNICEF (orphans) updates |
| E | USAID/Burundi | transfer of funds for human rights monitors |
| F | USAID/BHR/FFP | WFP/CRS/ICRC food pipeline summary, early results of Europe TDY and Atwood trip (e g , 80,000 mt, computer links, <u>delivery</u> coordination) |
| G | DOD/OSD | status of OSD TDY (e g , schedule, coordination), new requests |

II New Business

- A Venue for meeting with RPF to convey disappointment on its actions with NGOs (And follow-up letter to UN/DHA)
- B Where are the people? Report on new imagery shots? Areas to watch in the North?
- C other *Numbers of Tutsi left alive in and out of Rwanda*
- D. *some RPF zones in Uganda - refugee camps left (to Rwanda?)
(camps empty)*

INFORMATION MEMORANDUM TO THE DIRECTOR AF/C AMBASSADOR RENDER

DATE June 21, 1994

FROM Dirk W Dijkerman, USAID/Rwanda

SUBJECT Interagency Working Group on Humanitarian Issues in the Rwanda-Burundi Sub-Region Summary of the Friday, June 17, 1994 Meeting

Attending the subject meeting in Room 3519 NS at 1300 were representatives from AFR/EA, DOD/OD, USAID/Rwanda, USAID/Burundi, BHR/FFP, BHR/OFDA, STATE/EB, STATE/PRM, STATE/AF/E and Peace Corps

Old Business

-- **Total Assistance Provided to Date** Based on the Working Group data sheets, summarized in the attached tables, the U S Government has provided \$94 million to the Rwanda-Burundi sub-region since April 1994

Possible new assistance under consideration amounts to an additional \$22 million. Given the U S Government's outpouring to date, it is becoming increasingly important for the Working Group to assemble information on how much other donors are contributing to Rwanda-Burundi's humanitarian emergency. The Group needs to establish and monitor the USG contribution as a percentage of total contributions, and keep as a rough ceiling the standard "rule of thumb" fair share of 25 percent.

At two sessions on the Hill and at a Press briefing, NSC Don Steinberg and STATE/DAS Pru Bushnell helped "get the word out" on what the USG humanitarian response has been to date. Working Group members observed that the information was reported in the Washington Post, for one, and the reviews were favorable with regard to the USG's humanitarian response.

ACTION The Working Group will continue to explore opportunities to press the case of what the USG has done to date (e.g., Thursday, June 23, AID Administrator will be testifying on the Hill on Rwanda) and to monitor the USG contribution relative to the total contributed.

-- **ERMA Monies** No new news. STATE/PRM is working on additional ERMA monies for Rwanda-Burundi. The request for an additional \$20 million for the Rwanda-Burundi sub-region is still in STATE going through the clearance process.

(Note as ERMA is still very iffy, it has not been included in the "under consideration total noted above)

ACTION STATE/PRM MLang to report next week on status of request

-- **Funds for UN Human Rights Monitors for Burundi** STATE and USAID/Burundi have now both found \$150,000 each for Burundi. The next step is for the \$300,000 to be transferred to the UN

ACTION USAID/Burundi RNewberg and USAID/Rwanda ASmith will set in process the steps to effect the transfer to UN

-- **Numbers on the Flow of Rwandans** The picture on the numbers of Rwandans on the move or to where they are moving remains unclear. STATE/PRM provided new information from UNHCR on refugee and displaced numbers in the sub-region. For example, one report indicated the flow of refugees into Tanzania had dropped to 500-1,000 per day. However, another report stated that the rate was remaining constant at 1,500-3,000 per day.

Efforts to clarify the numbers of people at risk, on the move, and their direction will continue. Working Group members met with Agency staff to review imagery on Rwanda. One suggestion to come from the meeting was to "shoot" some areas off the main roads and away from the main towns. A copy of a map showing the location of camps in southern Rwanda along the border was provided to the Agency to help select some new areas to shoot.

ACTION USAID/Rwanda ASmith will follow up to see what needs to be done to target imagery on new or different areas.

-- **Drumming Up Additional Donor Support** USAID/BHR/FFP and USAID/Rwanda members of the Working Group have been communicating with WFP, ICRC, and CRS to establish a rack-up of food needs in the sub-region. This information will be part of the package BHR staff will take to Europe next week in further efforts to drum up additional food aid for Rwanda-Burundi and the Horn in general.

ACTION USAID/BHR/FFP NEstes will report on FFP's European trip and the final rack-up of additional food needs for the sub-region.

New Business

-- **WFP Plans and Ocean Port Bottlenecks** DOD/OSD/HRA will be sending a staff member to the region to work with WFP to assess the port constraints identified in the REDSO/ESA's Greater Horn logistics analysis as they pertain to the

Rwanda-Burundi food aid program The 10 day TDY is projected for early July and is expected to help OSD respond better to forthcoming requests for assistance

ACTION DOD/OSD/HRA WMcCoy to update on TDY preparations, including efforts to coordinate the visit with WFP/Rome's and WFP's on-the-ground staff

-- **Incidents in Benako Camp** Due to threats against their staff all NGOs have pulled out of the Benako camp These threats stem from actions by extremists who have been implicated in the killings in Rwanda

ACTION STATE/PRM MLang continues to monitor and report on this evolving and potential de-stabilizing situation At this point in time, the Benako problem is a basic "law and order" issue for the Tanzanians to address STATE/PRM will advise if there are any subsequent actions the USG should take to help resolve the problem

-- **Deteriorating RPF-NGO Relationship** The Working Group discussed the apparent increase in difficulties between the RPF and NGOs as reported in the DART sitreps and through other sources Additional reports are expected The Group concluded that any Washington-based actions should support the field and further coordination with DART are necessary Options discussed included letter to UN/DHA (since it is charged to address such issues and the USG has given it funds to perform this role), letter to the RPF, and calling the RPF into the Department for a meeting on the subject

ACTION USAID/OFDA RTooley will follow-up with DART team on how the UN and NGOs are responding to the RPF's tactics and whether DART believes a Washington intervention to UN/DHA and RPF representatives would be useful USAID/Rwanda DDijkerman and ASmith and AFR/EA LLoyd will draft the necessary letters and set up the meetings if deemed useful

Next Meeting

The next Working Group meeting will be Friday, June 24, at 1400 in the same room

Attachment Summary of USG assistance provided to date, assistance under consideration, and location and numbers of people at risk, date June 17, 1994

DISTRIBUTION
BHR/OFDA NBorton
AFR/EA PGuedet

Ambassador DRawson

INR VFarley

Working Group (w/o attachment)

USAID/Rwanda DDijkerman, ASmith, 202-647-5582/9809 (fax 202-647-9805)

USAID/Burundi RNewberg, AFleming, 202-647-6154 (fax 647-9805)

DOD/OSD/HRA YAraneff, 703-693-9847

DOD/OSD/HRA WMcCoy, 703-697-9672 (fax 703-693-7649)

USAID/OFDA RDavis-Tooley, 202-647-5066

USAID/OFDA Sarah Poole (fax 3-3157)

USAID/FFP RHudson, NEstes 703-351-0167 (fax 351-0118)

STATE/PRM MLange, 202-663-1041 (fax 663-1061)

STATE/AF/E OGriffith (fax 202-647-0810)

STATE/AF/C KAston (202-647-

STATE/PM/ISR SInglesbe, 202-647-41111 (fax 202-647-4055)

Peace Corps JRobinson, RPurcell, 202-606-5285 (fax 202-606-3024)

STATE/EB

For Information only



U.S. Government Humanitarian Assistance to Rwanda-Burundi, in Fiscal Year 1994

APPROVED

as of June 17, 1994

Funding Agency	Date Approved	Implementor/Purpose	Value
TOTAL APPROVED			\$ 115,705,208
		<i>for Rwanda (October 1993 -- March 1994)</i>	<i>\$ 1,125,000</i>
		<i>for Burundi (October 1993 -- March 1994)</i>	<i>\$ 19,854,458</i>
		<i>for Rwanda/Burundi Sub Region (April 1994 -- Now)</i>	<i>\$ 94,725,750</i>

DOD/OSD for Burundi (October 1993 March 1994)

DOD/OSD	12/93	United Nations High Commission for Refugees (UNHCR) for airlift of 6 000 blankets for Burundian refugees in southern Rwanda	\$ 90,000
---------	-------	--------------------------------------------------------------------------------------------------------------------------------	-----------

DOD/OSD for Rwanda/Burundi Sub-Region (April 1994 Present)

DOD/OSD	05/94	UNHCR (Rwanda 1) for Airlift of 100,000 blankets and 10 000 plastic sheets from Turkey to Tanzania for Rwandan and Burundian refugees	\$ 1,670,000
DOD/OSD	05/94	UNHCR (Rwanda 2) for air transport of 12 trucks from Dubai to Tanzania for Rwandan and Burundian refugees	\$ 432 000
DOD/OSD	05/94	ICRC (Rwanda 3) for air transport of 200 mt food and 40 mt of plastic sheeting	\$ 230,000

continued

Please notify changes additions etc to DDijkerman DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847

USAID/FFP RHudson 703 351 0148 (fax 351 0118)

Peace Corps JRobinson 202 606 5285 (fax 606 3024)

USAID/Burundi RNcwherg 202 647 6154 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066

STATE/RP MLangc 202-663 1041 (fax 663 1061)

USAID/Rwanda DDijkerman 202 647 9805 or 5582

Funding Agency	Date Approved	Implementor/Purpose	Value
DOD/OSD	05/94	Americares/Norwegian People's Aid (Rwanda 4) for transport of 85,000 lbs of medical supplies from U S to Tanzania for Rwandan and Burundian refugees	\$ 493,000
DOD/OSD	05/94	WFP (Rwanda 5) for air transport (2 flights) of 70 Mt of fortified biscuits from Italy to Entebbe WFP will transport from Entebbe to Ngara for Rwandan and Burundian refugees	\$ 310,000
DOD/OSD	05/94	WFP (Rwanda 6) for air transport of 1,500 MT of Beans and Oil from Dar es Salaam to Bujumbura for Burundians and Rwandans (June 2 10)	\$ 1,235,000
DOD/OSD	05/94	UNHCR (Rwanda 7) for air transport of 120 mt blankets and 10 rubbhalls from Adana, Turkey and Amsterdam to Mwanza Tanzania and Bujumbura for Rwandan and Burundian Refugees (June 10)	\$ 800,000
DOD/OSD	06/94	UNICEF (Rwanda 8) for air transport of blankets and tents from Adana, Turkey and Amsterdam to Mwanza, Tanzania and Bujumbura for Rwandan and Burundian Refugees (June 10)	\$ 1,250,000
DOD/OSD	06/94	UNHCR (Rwanda 9) for air transport of 100 short tons of plastic sheets from Mombasa to Bujumbura for Burundian Displaced and Rwandan Refugees	\$ 150,000
DOD/OSD	06/94	UNHCR (Rwanda 10) for air transport of 66 5 short tons of plastic sheets from Mombasa to Mwanza for Rwandan and Burundian Refugees	\$ 150,000

STATE/PRM for Burundi (October 1993 March 1994)

STATE/PMR	12/93	UNHCR for Burundian Refugees	\$ 4,250,000
STATE/PMR	12/93	World Food Programme (WFP) for Admin/Logistics for Burundi Refugee Operations	\$ 502,700

continued

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847

USAID/FFP RHudson 703 351 0148 (fax 351 0118)

PLACC Corps JRobinson 202 606 5285 (fax 606 3024)

USAID/Burundi RNcwberg 202 647 6154 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066

STATE/RP MLang 202 663 1041 (fax 663 1061)

USAID/Rwanda DDijkerman 202 647 9805 or 5582

Funding Agency	Date Approved	Implementor/Purpose	Value
STATE/PMR	12/93	International Federation of the Red Cross (IFRC) for Burundian Refugees	\$ 750,000
STATE/PMR for Rwanda/Burundi Sub Region (April 1994 -- Present)			
STATE/PMR	05/94	UNHCR for commodities and general support for Rwandan and Burundian Refugees	\$ 13,500,000
STATE/PMR	05/94	WFP for 25% of WFP Flash Appeal for Rwanda	\$ 900,000
STATE/PMR	05/94	IFRC for Red Cross activities with Burundian and Rwandan Refugees	\$ 600,000
STATE/PMR	05/94	IRC for Rwandan and Burundian Refugees in Tanzania	\$ 639,450
USAID/FFP for Rwanda (October 1993 March 1994)			
USAID/FFP	02/94	Catholic Relief Services (CRS) for diversion of 1 320 mt of Lentils and ITSH for Rwanda (in country)	\$ 500,000
USAID/FFP	02/94	ICRC for diversion of 1,500 mt of Beans and ITSH to Rwandan displaced (In country)	\$ 600,000
USAID/FFP for Rwanda/Burundi Sub Region (April 1994 Present)			
USAID/FFP	04/94	CRS for 6 440 mt Sorghum, 1,100 mt Peas, 430 mt Vegoil and ITSH to Rwanda (ETA July 25)	\$ 5,000,000
USAID/FFP	04/94	ICRC for 1,000 mt of Beans 1,000 mt of Cornmeal to Rwanda Region and ITSH (ETA July 25)	\$ 1,600 000
USAID/FFP	04/94	WFP for 2 260 mt CSB 8,930 mt SFCornmeal, and 2 100 mt vegoil to Burundi Region (ETA July 25)	\$ 9,000 000

continued

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847
 USAID/FFP RHudson 703 351 0148 (fax 351 0118)
 Peace Corps JRobinson 202 606 5285 (fax 606 3024)
 USAID/Burundi RNcwhurg 202 647 6154 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066
 STATE/RP MLang 202 663 1041 (fax 663 1061)
 USAID/Rwanda DDijkerman 202-647 9805 or 5582

Funding Agency	Date Approved	Implementor/Purpose	Value
USAID/FFP	05/94	ICRC for 3,120 mt of Beans and ITSH to Rwanda Region (ETA early August)	\$ 3,500,000
USAID/FFP	05/94	WFP for 6,140 mt of Peas and ITSH for Burundi regional (ETA early August)	\$ 3,500,000
USAID/FFP	05/94	ICRC for 4 000 mt of Cornmeal, 400 mt of Vegoil, and 2 600 mt of Beans to the Rwanda-Burundi Region (ETA early August)	\$ 5,500,000
USAID/FFP	06/94	WFP for 13,700 mt of Title II Commodities and 50% of ITSH for Burundian Displaced Rwandan Displaced, and Rwandan Refugees in Burundi	\$ 13,373,800
USAID/FFP	06/94	WFP for 15 000 mt of Title II Commodities and 50% of ITSH for Rwandan Displaced, Rwandan Refugees and Burundian Refugees in Tanzania	\$ 14,255,500
USAID/FFP	06/94	NGOs (TBD) for prepositioning of 11,800 mt of Title II commodities for Rwandan displaced	\$ 10,037 000

USAID/OFDA for Rwanda (October 1993 - March 1994)

USAID/OFDA	10/93	CARE	Ambassador s Authority for providing emergency water supply systems to Burundian Refugees in Rwanda (Butare and Gikongoro Prefectures)	\$ 25,000
------------	-------	------	-------------------------------------------------------------------------------------------------------------------------------------------	-----------

USAID/OFDA for Burundi (October 1993 - March 1994)

USAID/OFDA	10/93	ADRA -	Ambassador's Authority for local purchase and delivery of food commodities for displaced Burundians	\$ 15,000
USAID/OFDA	10/93	CRS	Ambassador's Authority for local purchase and delivery of non food commodities for displaced Burundians	\$ 10,000

continued

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847

USAID/FFP RHudson 703 351 0148 (fax 351 0118)

Plac. Corps JRobinson 202 606 5285 (fax 606 3024)

USAID/Burundi RNwburg 202 647 6154 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066

STATE/RP MLang 202 663 1041 (fax 663 1061)

USAID/Rwanda DDijkerman 202 647 9805 or 5582

Funding Agency	Date Approved	Implementor/Purpose	Value
USAID/OFDA	CDC	for two epidemiologists and other goods to address dysentery, cholera and other diseases in Burundi	\$ 19,480
USAID/OFDA	UN/DHA	for 150 flying hours of helicopter to overcome logistical problems for food and non-food aid delivery in Burundi	\$ 237,250
USAID/OFDA	MSF/Belgium	for emergency medical assistance to wounded and displaced in (Ruyigi and Karuzi Provinces) Burundi	\$ 945,800
USAID/OFDA	WFP	for purchase and transport of 2,500 mt beans to Burundian displaced	\$ 1,587,500
USAID/OFDA	CRS	for technical assistance and support to WFP/ Caritas network for food distribution in Burundi	\$ 855,096
USAID/OFDA	WFP	for 12 field personnel in Burundi to ensure food aid reaches intended beneficiaries	\$ 277,000
USAID/OFDA	11/93 ICRC	for 15 000 blankets and transport (including an additional 5 000 blankets from Italy) for Burundian Displaced	\$ 412 652
USAID/OFDA	12/93 NGOs	for in kind contributions of 300 rolls of plastic sheeting by plus TA	
USAID/OFDA for Rwanda/Burundi Sub Region (April 1994 Present)			
USAID/OFDA	04/94 ICRC	for blankets plastic sheeting cooking pots and jerry cans to assist Rwandan displaced	\$ 1,000,000
USAID/OFDA	05/94	fielding of Disaster Assistance Response Team (DART) to assess Rwanda-Burundi Sub Regional situation	\$ 500,000

continued

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847

USAID/FFP RHudson 703 351 0148 (fax 351 0118)

Peace Corps JRobinson 202 606 5285 (fax 606 3024)

USAID/Burundi RNewberg 202 647 6154 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066

STATE/RP MLan... 202 663 1041 (fax 663 1061)

USAID/Rwanda DDijkerman 202-647 9805 or 5582

Funding Agency	Date Approved	Implementor/Purpose	Value
USAID/OFDA	05/94	NGOs for removing corpses from the Kagera River and Lake Victoria in Uganda	\$ 100,000
USAID/OFDA	06/94	ICRC for water treatment, 50,000 blankets, 5,000 tents rubbhalls and fuel for Rwandan Refugees	\$ 1,000,000
USDA for Burundi (October 1993 - March 1994)			
USDA	03/94	WFP for 10 000 mt of Section 416 (b) Sorghum to Burundi (ETA late August/September)	\$ 4,300,000
USDA	03/94	WFP for 10 000 mt of Section 416 (b) Cornmeal to Burundi ETA late August/September)	\$ 4 400 000
USDA for Rwanda/Burundi Sub Region (April 1994 Present)			
USDA	05/94	WFP for diversion of 10 000 mt of Section 416 (b) Corn to Rwanda-Burundi Sub Region (ETA June)	\$ 4,000,000
USAID/Burundi for Burundi			
USAID/B	05/94	MSF/France for intensive supplementary feeding program in Burundi	\$ 454,000
USAID/B		Ministry of Health (Burundi) for dysentery interventions in Burundi	\$ 480,000
USAID/B		CRS for bean and maize seeds for 225 000 beneficiaries in Burundi	\$ 268,000

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847

USAID/FFP RHudson 703 351 0148 (fax 351 0118)

Peace Corps JRobinson 202 606 5285 (fax 606 3024)

USAID/Burundi RNcwhrg 202 647 6154 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066

STATE/RP MLang 202 663 1041 (fax 663 1061)

USAID/Rwanda DDijkerman 202 647 9805 or 5582

Summary by Agency

AGENCY	RWANDA (10/93 -03/94)	BURUNDI (10/93 03/94)	RWANDA BURUNDI SUB-REGION (04/94-NOW)	TOTAL
DOD/OSD	\$ 0	\$ 90 000	\$ 6,720 000	\$ 6,810 000
STATE/RP	\$ 0	\$ 5 502 700	\$ 15,639,450	\$ 21,142,150
USAID/FFP	\$ 1 100 000	\$ 0	\$ 65 766 300	\$ 66 866,300
USAID/OFDA	\$ 25 000	\$ 4 359 758	\$ 2 600 000	\$ 6,984,758
USDA	\$ 0	\$ 8 700 000	\$ 4 000 000	\$ 12,700 000
USAID/B	\$ 0	\$ 1 202 000	\$ 0	\$ 1,202,000
TOTAL	\$ 1 125 000	\$19 854 458	\$ 94 725 750	\$ 115 705 208

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847
 USAID/FFP RHudson 703 351 0148 (fax 351 0118)
 Peace Corps JRobinson 202 606 5285 (fax 606 3024)
 USAID/Burundi RNewberg 202 647 6154 (fax 647 4805)

USAID/OFDA RDavis Tooley 202 647 5066
 STATE RP MLange 202 663 1041 (fax 663 1061)
 USAID/Rwanda DDijkerman 202-647 9805 or 5582

FOR INTERNAL DISTRIBUTION ONLY For Information Only
 This Information Sheet Does Not Replace Established Agency or Inter
 Agency Review and Clearance Procedures



U.S. Government Humanitarian Assistance to Rwanda-Burundi, in Fiscal Year 1994

UNDER CONSIDERATION
 as of June 17, 1994

Funding Agency	Implementor/Purpose	Value
TOTAL UNDER CONSIDERATION		\$ 22,865,607
DOD/OSD	UNHCR for air transport of 800 tents from Amsterdam to Bujumbura for Burundian Displaced and Rwandan Refugees	\$?
DOD/OSD	UNHCR for air transport of 5 rubbhalls from Amsterdam to Bujumbura for Burundian Displaced and Rwandan Refugees	\$?
DOD/OSD	NGOs for air transport of medical supplies from US to Mwanza	\$?
PEACE CORPS	Counterparts to be determined Short/medium term volunteers and technical/material project support	\$?
STATE/PMR	WFP for ITSH for Rwandans and Burundians	\$ 1,742,950
USAID/OFDA	UNICEF for essential medicines for Burundi	\$ 1,300,000
USAID/OFDA	WFP for management support for Bujumbura and Ngozi	\$ 623,857
USAID/OFDA	CRS for distribution of non-food relief items and agricultural inputs to displaced Rwandans	\$ 2,626 800
USAID/OFDA	TBD for grants reviewed and approved by DART Team for Rwanda	\$ 10,000,000

continued

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847

USAID/FFP RHudson 703 351 0148 (fax 351 0118)

Peace Corps JRobinson 202 606 5285 (fax 606 3024)

USAID/Burundi RNewburg 202 647 6154 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066

STATE/RP MLange 202 663 1041 (fax 663 1061)

USAID/Rwanda DDijkerman 202-647 9805 or 5582

FOR INTERNAL DISTRIBUTION ONLY For Information Only
This Information Sheet Does Not Replace Established Agency or Inter-Agency Review and Clearance Procedures

Funding Agency	Date Approved	Implementor/Purpose	Value
USAID/B		Center for Disease Control (CDC) for therapeutic feeding program	\$ 72,000
USAID/R		NGOs to be determined for activities that transfer a technology to displaced in need in Rwanda	\$ 1,300,000
USAID/R		UNICEF for umbrella activity to support unaccompanied children	\$ 1,000,000
USAID/R		AIDSCAP for umbrella efforts to combat STD/HIV Aids in the camps	\$ 4,200,000

Summary by Agency

AGENCY	TOTAL
DOD/OSD	\$?
PEACE CORPS	\$?
STATE/PMR	\$ 1 742 950
USAID/FFP	\$?
USAID/OFDA	\$ 14 550 657
USDA	\$?
USAID/B	\$ 72 000
USAID/R	\$ 6 500 000
TOTAL	\$ 22 865 607

Please notify changes additions etc to DDijkerman/DASmith 202 647 9809 (fax 202 647 9805)

For additional information on any activity please contact

DOD/OSD/HRA YAraneff 703 693 9847

USAID/FFP RHudson 703 351 0148 (fax 351 0118)

Peace Corps JRobinson 202 606 5285 (fax 606 3024)

USAID/Burundi RNwberg 202 647 6174 (fax 647 9805)

USAID/OFDA RDavis Tooley 202 647 5066

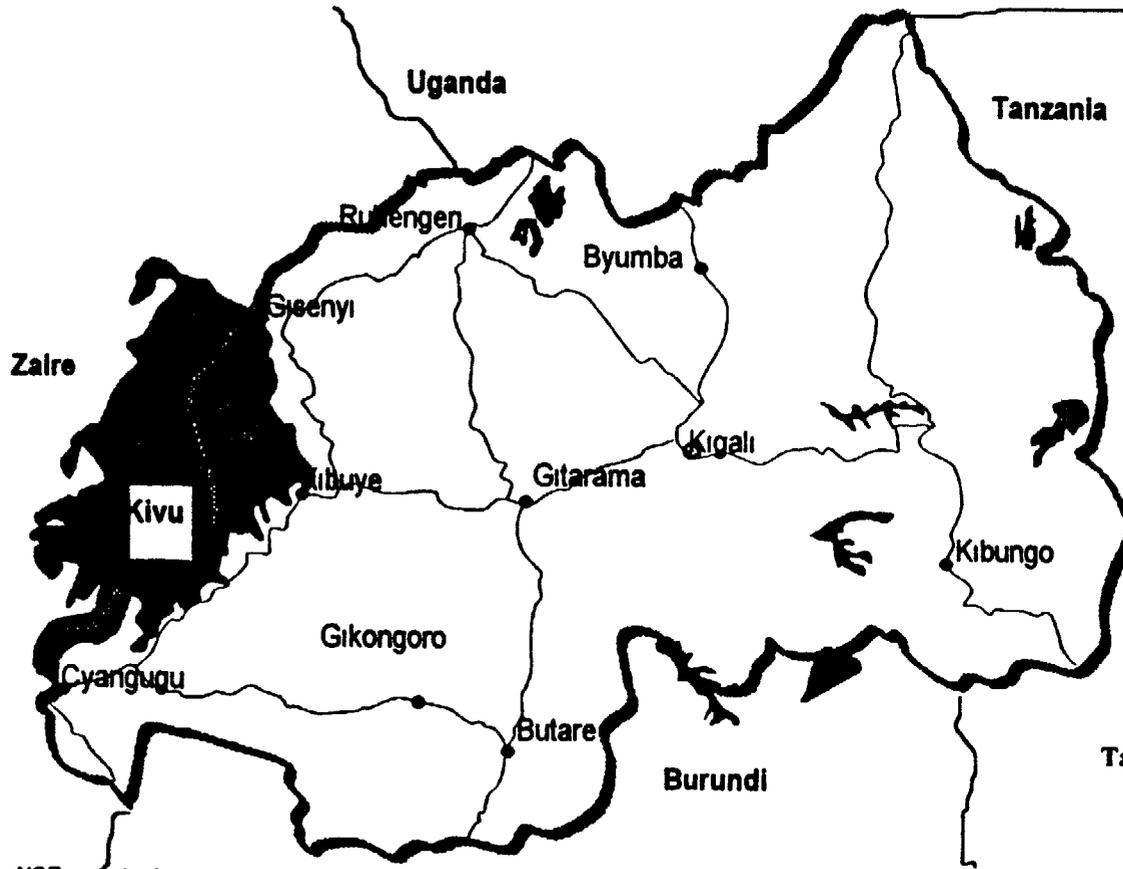
STATE RP MLange 202 663 1041 (fax 663 1061)

USAID/Rwanda DDijkerman 202-647 9805 or 5582

Rwanda



Rwanda Crisis: Persons Affected



Total People in Need: 3,531,000

Sources		
Rwandan Displaced	1 925 000	ICRC /WFP
Kigali area	25 000	05/17/94
Gitarama area	200 000	05/17/94
Butare area	200 000	Buj 1754
Ruhengeri area	400 000	05/17/94
Kibungo area	100 000	Geneva 4723
Byumba area	400 000	05/17/94
Cyangugu area	600 000	} Deduction
Gisenyi area	?	
? plus other areas	?	1 1 3 M il SW
Rwandan Refugees	516 000	
Tanzania	410 000	State/PMR 6/17
Burundi	85 000	State/PMR 6/17
Zaire	13 000	State/PMR 6/17
Uganda	8 000	State/PMR 6/17
Burundian Displaced	980 000	WFP
northern areas	?	the majority are
other areas	?	in the North
Burundian Refugees	110 000	
Rwanda	40 000	State/PMR 6/17
Tanzania	60 000	State/PMR 6/17
Zaire	10 000	State/PMR 6/17
Memo Items.		
total Rwandans in need	2 441 000	(from above)
total Burundians in need	1 090 000	(from above)
total refugees in Tanzania	470 000	(from above)
total refugees in Zaire	23 000	(from above)

Notes:

- 1 The data do NOT include the roughly 550 000 "old" Rwandan refugees whose families fled in 1959-64. They are distributed as follows: Burundi 245 000, Uganda 200 000, Tanzania 50 000, and Zaire 50 000.
- 2 It is not clear whether drought-affected Rwandans have been consistently included or excluded from the data. They do, however, constitute a potential group of perhaps several hundred thousand demanding food assistance.

16



INFORMATION MEMORANDUM

DATE April 19, 1994
TO P - Mr. Tarnoff
FROM AF - George Moose
SUBJECT Forward Planning for Kigali

SUMMARY

The Department of State ordered the evacuation of personnel and suspension of operations of Amembassy Kigali on April 7. All US citizens who wanted to leave were safely out of the country by April 11. Kigali's Mission Program Goals are still valid, but cannot be achieved absent a cease-fire and evident progress toward establishing a broadly-accepted government. While peace talks are being convened by Tanzanian President Mwinyi in Arusha on April 23, it is too early to predict when hostilities will end in Rwanda. We need to plan, however, for coping with the humanitarian disaster which this civil war is creating and helping a post-war Rwanda back to economic and political health. We are plan to reopen Embassy Kigali operations with a small team when conditions on the ground are safe and to enlarge that team if conditions would permit effective relief and reconstruction efforts.

DISCUSSION

Mission goals Mission Program goals for Rwanda over the next four years are promotion of a durable peace and an effective transition to a fully democratic system, assistance for reconstruction and reinstallation of displaced persons, demobilized soldiers and refugees, promotion of economic reforms through regional trade and production, rational use of environment, and growth of private enterprise, and, address to population issues through family planning and AIDS awareness.

Does the above, approved in January, adequately express US interests in Rwanda today? If war is not a permanent condition for Rwanda (and it cannot be, given the limited resources of both the Patriotic Front and Rwandan Army) then the above goals remain a valid expression of US interests in a post-war Rwanda.

Promoting peace and democratic governance is the only way out of the current cycle of violence. Relief from the ravages of war requires demobilization of soldiers and resettlement of refugees.

Absent an achievement of the above goals in some measure, Rwanda will remain a festering sore within the Central African sub-region, inflaming the body politic of Eastern Zaire, Western Tanzania, South-western Uganda, and Burundi. Reconstruction of post-war Rwanda is intrinsic to US interests in the whole region.

Trip wires for re-entry Mobilization of US resources to achieve our goals would be contingent on clear progress toward peaceful resolution of the current crisis. Return of US personnel to Kigali, even a small team to carry forward diplomatic efforts, launch humanitarian operations and pack out effects of departed personnel requires demonstrated respect by both sides for a negotiated cease-fire, guaranteed freedom of movement in Kigali for diplomatic personnel including access to a secured airport, evident movement toward establishment of government institutions.

Programming of any US assistance, other than urgent humanitarian aid would require formation of a government clearly committed to national reconciliation and economic reform, IMF/IBRD certified program of economic restructuring, security for US activities across the country.

USG personnel resources could be programmed sequentially for Kigali, depending on the progress Rwanda makes in peace, democracy and economic reform. We would begin with a small team to reopen operations one month after a cease-fire was agreed to by contending parties and certified by UN observers. Several on this team would be TDY staff brought in to close down previous programs. In six months, if US goals of democratization and economic reconstruction were achievable, we would augment this team with more permanent program and administrative staff. A sequential scenario for staffing follows, given current conditions and US capabilities in that environment. US activities would have to be tightly focused on real needs and key objectives over the next two years.

Level I - Assumes a minimum presence for coordinating disaster assistance, encouraging peace initiatives, and closing out previous programs,

1. Ambassador
2. Economic/Security Assistance/Consular Officer

- 3 General Services Assistant (PIT)
- 4 AID Affairs Officer
- 5 AID Disaster Assistance Coordinator

TDY

- 1 GSO for pack out of persons not returning to post
- 2 Communicator to establish basic classified communication
- 3 AID Administrative Officer from REDSO for draw-down
- 4 AID Comptroller from REDSO for program close-out

LEVEL II - Assumes a modest team for programming post-war reconstruction, coordinating disaster assistance, promoting peace and democracy and streamlining Embassy/AID presence,

- 1 Ambassador
- 2 DCM
- 3 Economic/Security Assistance/Consular Officer
- 4 Administrative Officer
- 5 General Services PIT
- 6 Communicator
- 7 AID Affairs Officer
- 8 AID Program Officer
- 9 AID Disaster Assistance Coordinator

LEVEL III - Assumes a team adequate for an expanded program of post-war reconstruction and continuation of pioneering efforts in family planning, bio-diversity, enterprise initiatives, and democratization/governance,

- 1 Ambassador
- 2 DCM
- 3 Economic/Security Assistance/Consular Officer
- 4 Administrative Officer
- 5 General Services Officer
- 6 General Services PIT
- 7 Communicator
- 8 Public Affairs Officer
- 9 AID Director
- 10 AID Executive Officer
- 11 AID Disaster Assistance Coordinator
- 12 AID Health and Population Officer
- 13 AID Program Officer
- 14 AID Project Officer

LEVEL IV - Assumes full implementation of the Arusha Accords and a vigorous assistance program providing fast disbursing

budget support for national reconstruction and funding established programs in family planning, bio-diversity, enterprise initiatives, and democratization/governance,

- 1 Ambassador
- 2 DCM
- 3 Economic/Security Assistance/Consular Officer
- 4 Administrative Officer
- 5 General Services Officer
- 6 General Services PIT
- 7 Communicator
- 8 Public Affairs Officer
- 9 AID Director
- 10 AID Executive Officer
- 11 AID Disaster Assistance Coordinator
- 12 AID Health and Population Officer
- 13 AID Program Officer
- 14 AID Project Officer
- 15 AID Comptroller
- 16 AID Deputy Comptroller

Drafted David Rawson
4/19/94 SEEXPMO 4881

Clearances
AF/C KAiston
AF/C ARender
AF/EX WHudson
AF EBrynn
M HGeisel

ORIG ACTMEM TO OIS
COPIES TO

S
NILON



P
E
T
M

G

S/P

SS-2

SSS DIR

S/S-0

AF

FMP

L

RF/baa

7-5-94 - Disapproval
EB
AF/...
AF/...
94 JUL -6 P 20

United States Department of State

Washington D C 20520

7/6

UNCLASSIFIED

ACTION MEMORANDUM GP
S/S



JUL - 5 1994

TO M - Mr Moose
FROM AF - Edward Brynn, Acting
SUBJECT Approval of Extension of Ordered Departure from Kigali

ISSUE FOR DECISION

Whether to approve the extension of ordered departure for employees and dependents from Kigali for an additional thirty days through midnight, Friday, August 5, 1994

ESSENTIAL FACTORS

On April 8, 1994 you approved the ordered departure of all personnel and dependents from Kigali, Rwanda. On June 3, 1994 you approved a second 30-day extension of ordered departure through July 6, 1994.

The civil war and continued violence in Rwanda are unabated. The Tutsi-led Rwandan Patriotic Front (RPF) remains on the offensive and effectively controls Kigali, including the airport, and much of the north and east of Rwanda. There is an uncertainty about escalating conflict should RPF forces confront French units operating in government-controlled areas of Rwanda. Fighting for control of the capital intensified over the last few weeks, and there is no secure area from which to operate a mission. There are presently no overriding U S interests that warrant putting American officers there in harm's way. DS agrees that the security situation in Kigali continues to warrant ordered departure of all personnel and dependents.

Kigali had a complement of 8 officers eligible for subsistence evacuation allowance (SEA) payments on April 8, 1994. Ambassador Rawson will keep his present assignment and all but 1 other employee have been reassigned. The latter is currently on track for a July assignment panel. We expect evacuation payments to be \$10,560 for the additional 30 days ending August 5.

UNCLASSIFIED

RECOMMENDATION

That you approve the extension of ordered departure from Kigali for an additional period of thirty days through midnight, Friday, August 5, 1994

Approve ~~DOE~~

Disapprove ~~M~~ *Dillo*
7/6/94

Drafted

KCKowalchek
7-4143
SEEXEVAC 213

Cleared

AF/EX WHudson *OK*
AF/C DDrawson *OK*
DS AQuainton
DS/OP/AF RBrown
L/LM·RLahne
M/DGP:RWhiteside
M·DHaas
FMP DBordley
P·ESwicker
S/S-O JBean

OK

no USAID
clearances

**USAID/Rwanda - WLI Meeting on
Closing Out Projects
June 3, 1994**

Suggested Agenda

Purpose of Meeting begin process of closing out WLI projects with
USAID/Rwanda

- I General Comments
- II Issues on the Cooperative Agreement (CA)
- III End of Project Reports
- IV Commodities
 - A inventories
 - B disposition of new, undelivered commodities
 - C disposition of used commodities
 - D timing
- V Participant Trainees (none)
- VI Financial Matters
- VII Other Issues

USAID/Rwanda **HOT SHEET**
for the **Week of June 26, 1994**



(as seen for the time being by Dirk)

- 1 Finalize FSN lay-off letter and obtain decision on Per Diem rates in Rwanda format AS/PRM
- 2 Prepare individual staff lay-off letters RR/EXO
- 3 Ensure final paper work is completed by FA/OMS on the two cars transferred to USAID/B RR/EXO
- 4 Update status report on all participant trainees out of Rwanda AND prepare turnover memo on outstanding training actions draft CC/PDO
- 5 Provide inputs to OFDA, attend Ops Center meetings, prepare agenda and chair InterAgency meeting on Humanitarian Issues AS/PRM
- 6 Do the needful on the Indicative Planning Levels Cable LD/PRM
- 7 Work with GC and REDSO to get contract termination letters sent (registered) to the Rwandan Embassy LD/PRM
- 8 Continue financial reviews for projects and prepare for OE in the first week of July!!! CONT
- 9 Prepare turnover memo to HPO/WMartin before departing CG/HPO
- 10 Finalize EERs as discussed with each All Offices
- 11 Prepare and distribute summary of 6/24/94 Interagency meeting on ~~AS/PRM~~
- 12 If necessary (talk with PGuedet), prepare Info Memo to Hicks through GB on significant events during week on Rwanda (from Ops meetings) AS/PRM
- 13 Obtain copies of grants from WCS, MAF, etc KR/ADO
- 14 Pursue the AIDSCAP effort WM/HPO
- 15 Pursue PIET and AAI to get budget for the PIO/Ps CC/PDO and LD/PRM
- 16 Send formal letter to WLI acknowledging receipt of their letters turning over the PVO and DIG vehicles KF/ADO and LD/PRM
- 17 Follow-up on getting the financial reports from "contractors" so that USAID/R can start on the close-out budgets for mission-managed activities GH/CONT
- 18 Process Travel Vouchers and other vouchers DG/CONT
- 19 Prepare and discuss turning over memo to CONT DG/CONT
- 20 Follow upon the transfer of \$\$ from USAID/B to UN Human Rights AL/PRM
- 21 Prepare letters to NGOs advertising our participant trainees CC/PDO
- 22 Work with Linda Lloyd on how to park funds for participant trainees re the 6/24/94 meeting on trainees CC/PDO, LD/PRM, GH/CONT
- 23 Have fun all offices

Misc Loanne Douris will be signing documents for me in my absence Ray will get the memo out I'll only be out next week
HAs everybody turned over their residence keys to Ray Reddy EXO????

DISTRIBUTION All USAID/R staff AFR/EA PGuedet GLewis LLloyd FWilder DDawson file

0 = still in progress

USAID/Rwanda ***HOT SHEET***
for the **Week of May 23, 1994**



(as seen for the time being by Dirk)

- 1 Begin placing individual project status/recommendations in agreed upon format All Project Officers
- 2 Comment/finalize/meet on "Principles " paper A/Dir with Everyone
- 3 Complete list of participant trainees out of Rwanda AND prepare draft recommendations on each PDO with All Project Officers
- 4 Provide inputs to OFDA and other humanitarian assistance plans HPO, PRM
- 5 Continue financial reviews for projects and OE using MACS CONT, others
- 6 Contact contractors to update them on the state of play and obtain their views, aspirations, etc on our thinking All Project Officers
- 7 Continue to distribute information sheets on emergency and chair interagency working group on humanitarian assistance to the Rwanda-Burundi sub-region A/DIR, PRM
- 8 Submit FSN staff skills paper to LDouris, if not yet done All Offices
- 9 Prepare COARS, with the expectation that AFR will allow us to be clear on a release date before the end of this week Everyone

Misc next Monday is a holiday

DISTRIBUTION All USAID/R staff AFR/EA PGuedet GLewis LLloyd FWilder DDawson file

402

USAID/Rwanda **HOT SHEET**
for the **Week of May 9, 1994**



(as seen for the time being by Dirk)

- | | | |
|---|-------------------------------------------------------------------------------------------------------|----------------------|
| 1 | Begin finalizing individual project status sheets AND recommendations on each (continuing) | All Project Officers |
| 2 | Begin individual project reviews | Everyone |
| 3 | Prepare complete list of participant trainees out of Rwanda AND prepare draft recommendations on each | All Project Officers |
| 4 | Organize collection of residence keys (continuing) | EXO |
| 5 | Begin financial reviews for projects and OE using MACS | CONT, others |
| 6 | Finalize FSN support system and prepare SOW for Chadrick | EXO, CONT |
| 7 | Distribute information sheets on emergency | PRM |
| 8 | Distribute "working assumptions" draft for comment | A/DIR |

Misc let me know

* Project vehicles → hold on to
 * Tom Budenave → still working
 →
 * give keys to Ray = letters on vehicles.
 ↳ Ray Goyz' HNE

DISTRIBUTION All USAID/R staff,
AFR/EA PGuedet, GLewis, LLoyd, FWilder, DDawson,
file

USAID/Rwanda **HOT SHEET**
for the **Week of May 1, 1994**



(as seen for the time being by Dirk)

- 1 Draft individual project status sheets AND prepare draft recommendations on each (continuing) All Project Officers
- 2 Ensure copies of all correspondence with contractors are in files All Project Officers
- 3 Prepare complete list of participant trainees out of Rwanda AND prepare draft recommendations on each All Project Officers
- 4 Get computers in new offices (continuing) EXO
- 5 Organize collection of residence keys (continuing) EXO
- 6 Print MACS reports for projects and OE (continuing) CONT
- 7 Finalize FSN support system and prepare SOW for Chadrick EXO, CONT
- 8 Develop regional emergency program framework PRM, ADO
- 9 Coordinate with STATE on 1st 30day review on program suspension A/DIR
- 10 Begin individual project reviews Everyone

Misc office move frequency of 8 30 meetings filing (centralized or not) workloads

DISTRIBUTION All USAID/R staff,
AFR/EA PGuedet, GLewis, LLoyd, FWilder, DDawson,
file

2484 GJ

4011

USAID/Rwanda (in USAID/Washington)

Priority Action List during the Week of
April 25, 1994

ACTION	RESPONSIBLE
<small>(as almost always limited to 10)</small>	
1 Draft individual project status sheets (continuing)	All Project Officers
2 Follow-up with Contracts (REDSO/ESA and USAID/W) to ensure Suspension Letters are sent and USAID/R gets copies of all CO correspondence with contracts, cooperative agreement recipients, and grantees (continuing)	PDO
3 Finalize contractor contact lists (continuing)	All Project Officers
4 Contact OIT regarding status and precedents on Rwandan trainees who are or will become "stuck" in the US	PDO
5 Get additional computers for staff	EXO
6 Print MACS reports on project and OE financial status	CONT
7 Establish (w/Embassy) FSN support system	EXO/PRM
8 Work with OFDA, FFP, and STATE/RP on emergency planning (continuing)	PRM/ADO
9 Prepare USAID/Rwanda recommendations on the development program, Dirk to prepare outline (continuing)	Everyone
10 Collect residence (Kigali) keys, advise travel on staff preferences on the disposition of POV	EXO

Misc Greg s got the TV software mails coming here to AFR/EA (!!!) note your admin leave on the sheet on my door update your addresses and tel numbers (also on my door)

DISTRIBUTION All USAID/R staff, AFR/EA PGuedet, GLewis, LLoyd, FWilder, DDawson, file (U \DDIJKERM\DOCS\hotshet1 dwd)

25, 1, 4/94