



APPROACH TO DESIGN AND IMPLEMENTATION

VOLUME I

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IMPLEMENTATION APPROACH AND METHODOLOGY

EXECUTIVE SUMMARY

The USAID-funded Promoting Improved Sustainable Microfinance Services (PRISMS) initiative, is a demand-led financial services institutional capacity building project focusing upon the provision of financial services to micro, small and medium enterprises (MSMEs) and undertaken in direct support of USAID Nigeria's Strategic Objective 12, "Improved Livelihoods in Selected Areas". PRISMS will focus on three core intervention areas.

Improved Enabling Environment:

In concert with financial services providers, other donor projects and appropriate GON agencies, PRISMS will identify those aspects of the policy/regulatory environment which may be inhibiting more effective provision of services and in cooperation with these partners will seek to facilitate needed policy/regulatory adjustments. Such policy/regulatory adjustments considerations will not necessarily be confined to CBN, the financial services industry's policy and regulatory overseer, but may well be in the domain of other GON agencies whose policies affecting MSME establishment and operation, can have an inhibiting effect on the willingness of providers to offer financial services to MSMEs.

Financial Services Capacity Building:

PRISMS' core objective is financial services capacity building through collaboration with stakeholders in the financial services industry, to facilitate provision of services to MSMEs in SO 12 focal states engaged and within those commodity chains which are the focus of SO 12 initiatives. PRISMS will engage with the financial services industry as a whole through such prospective interventions as wholesale funding guarantee facilities, training programs, leasing/credit bureau enabling environment creation, policy/regulatory enhancement and, through capacity-building for selected institutions, including microfinance institutions and community banks which can then serve as models for the rest of the industry.

Innovative Partnerships:

A number of PRISMS' intended interventions require the application of substantial resources that must be mobilized through public-private, private-private, and other innovative partnerships, including Global Development Alliances (GDA). Most PRISMS' interventions for the facilitation of financial services to MSMEs, will be undertaken as collaborative endeavors with: other donor MSME and financial services projects; GDA partners; GON agencies; business and financial associations. PRISMS will act both as a partner and catalyst by providing ideas and models for interventions, as well as cost-shared training and technical advice and assistance.

Anticipated Results

PRISMS will assist at least 16 financial institutions (commercial banks, NGOs and community banks) to adopt best practices, improve institutional performance, and deliver services to micro, small and medium enterprises. Partner institutions will thereby significantly expand their client

base and diversify the range of financial services and products available to MSMEs, thereby enhancing MSMEs' performance which contributes to improvements in livelihoods.

PRISMS will also train a minimum of 150 OFID bank examiners, and will also equip 150 financial services providers to design and deliver new services and products.

Project Implementation

The following body of the design document explains the project's implementation approach and methodology.

1. IMPLEMENTATION FOCUS AND SCOPE

The USAID-funded Promoting Improved Sustainable Microfinance Services (PRISMS) initiative, is a demand-led financial services capacity building project intended to facilitate the provision of financial services to micro-small-medium enterprises (MSMEs) and undertaken in direct support of USAID Nigeria's Strategic Objective 12 (SO 12), "Improved Livelihoods in Selected Areas".

To support both this objective and other Mission interests, PRISMS works with the Nigerian financial services industry to facilitate the flow of financial services to the underserved MSME agriculture and agribusiness sectors within Mission designated commodity chains in SO 12 focal states, as this sector has the potential to greatly enhance Nigeria's economic growth by harnessing Nigerians' proven entrepreneurial talents and skills to stimulate and support enterprise formation, growth and employment in the Mission's focus states, thereby improving livelihoods.

For the MSME sector to realize its potential, provision of an array of financial services is necessary, the most important of which is financial capital in the form of loans and/or investment. To complement loan and investment capital availability and make its employment more effective, however, other services such as insurance, leasing and ready access to enterprising, responsive and knowledgeable financial services provider personnel are also necessary.

For the most part, Nigeria's financial services industry is not oriented towards the provision of services to MSMEs, but nevertheless, because the most prominent financial services providers are private sector owned and demand and profits driven, they are interested in serving the MSME sector if they can determine how such might be effectively and profitably accomplished. This interest is particularly the case for certain of Nigeria's commercial banks which, in combination with their interest, possess both the resources and outreach to serve MSMEs.

Nigeria also has an array of both community banks and microfinance lending institutions which seek to serve the MSME sector and a few have demonstrated success in this endeavor. For the most part, however, those providers lack both the funding and institutional capacity to adequately serve the MSME sector; therefore, those providers which possess adequate fundamentals should be assisted to realize their potential.

PRISMS' design is based on the following performance requirements:

- An Improved Enabling Environment, by collaborating with GON agencies and donor projects to both determine policy/regulatory constraints to better provision of financial services to MSMEs and, effect improvements.
- Financial Services Capacity Building, by collaboration with selected financial services providers interested in greater involvement with the MSME market and other donor projects and GON agencies, to design strategies, provide support mechanisms and, new products, services and delivery systems compatible with MSME needs.
- Formation and Use of Public-Private Partnerships, to complement and enhance the effectiveness of capacity building measures, such as application of coverage offered by

the Mission’s forthcoming DCA program, as well as involvement by selected GDA participants.

2. GENERAL APPROACH TO PRISMS IMPLEMENTATION

In order to enhance financial services provision to MSMEs, PRISMS will function as a catalyst, intermediary and facilitator for the formation, design and operation of collaborative relationships with both financial services providers, as well as other donor projects focusing on improved enabling environments, financial services capacity building and MSME development.

3. PROJECT COMPONENTS

Each of the following PRISMS components descriptions explains the component objective and the activities which will be undertaken to achieve the objective.

3.1 Improved Policy Environment for MSME Finance

3.1.1 Contributions to SO 12

PRISMS enabling environment interventions will support SO 12’s IR 12.4 “Improved Policy Environment”, as part of SO 12’s overall objective of Improved Livelihoods in Selected Areas.

3.1.2 Performance Requirement

Enhancement of the enabling environments within which financial services providers and MSMEs operate and elimination of constraints, is vital to the facilitation of financial services for MSMEs.

3.1.3 Background

PRISMS will work in partnership with other SO 12 projects such as MARKETS and POLICY, other donor projects, appropriate GON agencies, the CBN, financial services providers and public and private sector associations, to define and implement activities that will address policy and regulatory constraints to improved financial service flows to the MSME sector.

For example, the Development Finance Division (DFD) and Other Financial Institutions Department (OFID) of the CBN are involved in developing and implementing a new microfinance policy, which could receive technical assistance from PRISMS. The objective is to facilitate the development of an appropriate and comprehensive supervisory, prudential and regulatory framework to effectively integrate the fragmented and unstructured rural financial markets, in order to improve financial flows from the mainstream commercial banking sector.

Such policy/regulatory support considerations will not necessarily be confined to CBN, but may well involve other GON agencies whose policies affect MSME establishment and operation and have an inhibiting effect on the willingness of providers to offer financial services to MSMEs.

3.1.4 Areas of Intervention

3.1.4 A. Constraints Determination and Reduction:

To facilitate enabling environment enhancement, PRISMS will undertake the following:

- Constraints Determination: PRISMS will undertake a determination of policy/regulatory constraints inhibiting provision of financial services to MSMEs.
- Constraints Reduction: Based upon the above determination, PRISMS will organize a consortium of interested parties to prioritize needed policy/regulatory adjustments, decide upon how such should be undertaken and agree an action agenda for change.
- CBN: PRISMS will assist CBN's DFD and OFID, with those departments' microfinance policy and regulatory enhancement processes.

3.1.4 B. Microfinance policy and regulation:

PRISMS will assist CBN's DFD and OFID to complete and implement the pending microfinance policy and regulatory framework that has been developed. To achieve this goal, PRISMS will work with appropriate departments in the CBN to address the following:

- Finalize the national microfinance policy that provides for the classification and regulation of MFIs and the establishment of various support entities, such as the proposed microfinance unit within the Development Finance Department of CBN.
- Add value to the work of other entities, such as the Nigerian Economic Summit Group (NESG), to expand the agenda of its banking and financial services sub-sector work to include policy advocacy for sustainable MSME finance
- OFID has explained to PRISMS its limited hands-on experience in microfinance regulation and its need for support, to expand its supervisory and examination capacities. OFID currently has only 140 full time examiners. With over 250 community banks about to be licensed and come under supervision (added to the 282 already licensed) and the added supervisory responsibility for the pending new microfinance policy, OFID faces new challenges to maintain the oversight and transparency required for the non-bank financial sector to grow. PRISMS will provide a platform for a coordinated and resource sharing arrangement, to build a robust microfinance supervision and examination capacity in OFID.

3.2 Financial Services Capacity Building

3.2.1 Contributions to SO 12

Financial services capacity building is not a specific SO 12 indicator, but "Improved Livelihoods in Selected Areas" is the SO 12 objective and increased financial services provision to MSMEs, can be a powerful factor enabling MSMEs to prosper and thereby contribute to SO 12.2, "Capacity Index of Assisted Enterprises."

3.2.2 Performance Requirement

Enhanced availability of financial services for MSMEs associated with agriculture, agribusiness and rural economies, as agriculture and rural economic enterprise hold the most potential for economic growth and improved livelihoods. Preference will be given to those MSMEs located in SO 12 focal states and engaged within those commodity chains on which other SO 12 initiatives are focused.

3.2.3 Background

PRISMS core objective, is financial services capacity building collaboration within the financial services industry, to facilitate provision of services to MSMEs. PRISMS does not, however, have the time and resources necessary to work with each provider within the industry, so it is intended that the capacity building measures with which the project engages will benefit the industry's ability to meet MSME financial services needs as either: a) interventions on behalf of the financial services industry as a whole; and/or b) capacity building with selected institutions which can then serve as models for industry replication.

Wherever applicable, PRISMS' interventions for the facilitation of financial services to MSMEs will be undertaken as collaborative endeavors with: other donor MSME and financial services projects; GDA partners; GON agencies; business and financial associations. PRISMS will act both as a partner and catalyst, by providing ideas and models for interventions, as well as training and technical advice and assistance on a cost-sharing basis.

3.2.4 Areas of Intervention

To build industry and institutional MSME financial services provision capacity, PRISMS will undertake the following interventions.

3.2.4 A. Needs Identification of MSME Financial Services:

Select MSME business sectors (e.g. food processing, metal fabrication, transportation, commodities processing) and undertake a financial services needs assessment, in order to: a) focus resources on sectors which can most benefit from enhanced services provision and b) determine what type of financial services would most benefit those sectors. The previous work done by the World Bank in this area will serve as a basis for PRISMS to make value added contributions, rather than duplicate and repeat efforts. This approach recognizes that PRISMS has neither sufficient time nor resources to facilitate provision of financial services to all MSME business sectors. PRISMS will, therefore, build on existing efforts to select 2-3 MSME business sectors which demonstrate high potential to benefit from financial services provision.

Needs Identification Process: Just as generally one size does not fit all, so it is with financial services for MSMEs. Products and services must be tailored to the specific needs of enterprises, so before PRISMS and its partners can fully engage with financial institutions to develop and facilitate provision of financial services which meet the needs of MSMEs, a determination of the specific types of services required will be made. Prior to the determination of service types, a determination of which sectors of the MSME market to target must be made, as some MSME sectors are more vibrant, concentrated and have more potential than do others and, it is these sectors which PRISMS must target and use as models for MSME financial services provision, as PRISMS has neither the time nor resources to address all MSME sectors. Selection preference will favor MSME sectors which are associated in some manner with agribusiness and the commodity chains within which SO 12 is working in the Mission's focal states and building upon prior work done to date. To make the determinations, PRISMS will:

- Determine three MSME sectors. This determination can be accomplished by utilizing existing survey results, discussions with the National Association of Small Scale Industrialists (NASSI) and National Association of SMEs (NASME), commercial banks,

community banks, micro-lending institutions and, limited fieldwork surveying MSMEs in prospective sectors, where secondary information is weak or non-existent.

- Through the use of existing survey information, consultations with WB's project, financial services providers and selected MSMEs, a determination will be made both of the range and type of financial services required by MSMEs in the targeted sectors and a decision taken about which services will be given priority for development and delivery.

3.2.4 B. Selection and Orientation of MSME Services Providers:

The selection of financial services providers for participation with PRISMS shall be based on an open and transparent process of expression of interest by providers and assessment by PRISMS. Three financial services providers possessing the interest, resources and outreach to service MSMEs will initially be identified and selected based upon: a) currently operating in SO 12 focal states or willingness to do so; b) currently operating in agricultural/agribusiness sectors or willing to do so; c) proximity to MSME clusters or willingness to establish operations there; d) resource availability to finance MSME investment and working capital needs; e) availability of personnel to staff MSME lending capacity enhancement.

Specifically, PRISMS will:

- support participating financial institutions to identify and develop required financial products,
- Identify and assess training requirements, and develop training products.
- Facilitate access to technical assistance and training in support of financial services activities.

3.2.4 C. MSME Services Provision by Commercial Banks:

Commercial banks in Nigeria have begun to regard MSME finance not just as a valuable public relations tool (as some of them did in the past), but as profitable market and are beginning to examine the MSME market from a business standpoint. PRISMS will encourage and assist selected commercial banks to provide services to MSMEs, utilizing one or more of the following mechanisms:

- **Specialized Departments:** Establishment of departments to do direct lending to MSME's through nation wide bank branch networks.
- **Wholesale Funding:** Extension of wholesale lines of credit to community banks and microfinance entities.
- **Venture Capital Subsidiaries:** Utilization of already established venture capital companies to undertake MSME equity finance e.g. First Funds by First Bank and SME Managers by a consortium of banks.
- **Special Purpose Vehicles:** e.g. UBA and Africap (a regional microfinance venture capital funds for Africa based in Senegal) are cooperating to set up a joint venture for exploring the MSME market.
- **Acquisition of MFI NGOs and Conversion into Commercial MFIs:** Encourage, facilitate and assist this process.
- **Acquisition of Community Banks:** Encourage, facilitate and assist other commercial banks to adopt the example of Wema Bank, which has begun acquisition of a chain of community banks in carefully selected locations, which have high potential for MSME financial services provision.

- **MSME Services Commercial Bank Subsidiary:** Encourage, facilitate and assist a commercial bank to create a subsidiary devoted entirely to MSME financial services provision, as such subsidiaries are able to operate entrepreneurially by being free of the parent's bureaucracy, rules and culture and have, therefore, proven highly successful.

3.2.4 D. Wholesale Funding Facility:

Most community banks and micro-lending institutions, in addition to their institutional capacity constraints have loan capital availability constraints that further limit their ability to service MSME demand; at the same time, some commercial banks have excess liquidity and insufficient demand for productive application of that liquidity. A few commercial banks such as Prudent Bank, Wema Bank and City Express Bank, have begun pilot wholesaling of loan capital to community banks. There is good potential to expand the adoption of this model through advocacy, capacity building and credit guarantee mechanisms. (See Box 3 below)

The approach which has been taken in some similar situations is to establish a wholesale funding guarantee facility, which will secure loan capital funding revolving lines of credit granted by

Box 3 Wholesale Finance to Community Banks and the Potential Role of a Wholesale Funding Guarantee Facility

The Prudent Bank Plc Case Study

In order to test the MSME sector, Prudent bank started a pilot micro-credit scheme in Ile-Oluji (a cocoa growing community in Ondo State) aimed at promoting rural economic activities. Working with criteria to determine eligibility of community banks to participate in the program, the Prudent assessed requests from community banks and granted a wholesale facility of N10million, for on-lending to cocoa farmers and traders in the community. Operationally, the community bank collates requests for financial support from community members, appraises such requests and makes recommendations to a credit committee that is drawn from Prudent Bank, the community bank and Ile-Oluji Economic Summit Group (a think-tank organization dedicated to the economic advancement of the community). The community bank monitors utilization of funds disbursed, repayments and renders a monthly report to the credit committee. The project is over one year with impressive results, and Prudent has expressed willingness to collaborate with PRISMS to adapt and replicate the successful pilot.

There are reported similar cases such as this involving City Express and Wema banks. To expand the adoption of this mechanism, PRISMS will work towards the establishment of a wholesale funding guarantee facility, which will encourage commercial banks to grant loan capital funding lines of credit to community banks and microfinance institutions to support expansion of their lending to MSMEs. Commercial banks indicate they could expand such wholesale lending, if they had access to a mechanism which would mitigate the unfamiliar credit risks attached to such lending.

commercial banks to community banks and micro-lending institutions, to be used to fund increased lending. Because repayment of the credit lines is guaranteed, interest rates charged by the commercial banks are reasonable. The guarantee facilities are capitalized by donors, either with cash grants or by coverage such as that available from USAID's Development Credit Authority (DCA) and are operated according to strict sets of criteria and procedures by a fee-for-services manager, which is liable if criteria and procedures are not applied and enforced; only community banks and micro-lending institutions which have good fundamentals and are properly managed, are eligible for guarantees issued by the facilities. PRISMS will, therefore, work with donors, commercial banks, community banks and micro-lending institutions, to establish such a facility.

3.2.4 E. Micro-Lending Institutional Capacity Enhancement:

There are approximately 17 NGOs offering microfinance services in Nigeria which provide loans to an estimated 150,000 clients (on a combined basis), with an average loan size of about N8,000. Most of these MFIs face operational and financial challenges in significantly increasing

market share. They lack the management systems, accounting controls, access to loan capital, and product diversity required to manage large numbers of clients. The lack of a clear ownership structure and less than fully transparent governance, are also major factors hindering the sustainability, outreach and impact of these institutions.

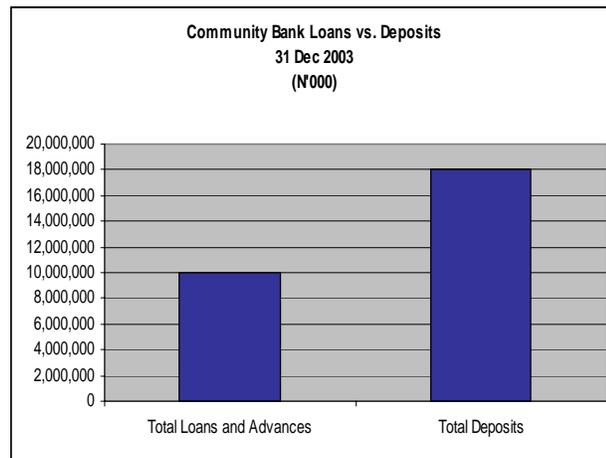
PRISMS does not have a project term sufficient to directly assist Nigeria's entire micro-lending industry, so PRISMS will work to persuade another donor project specifically targeted to assisting the micro-lending industry, to join PRISMS in a collaboration to select three micro-lending institutions and enhance their institutional capacity to where it can serve as a model for the entire industry to emulate, by:

- PRISMS first surveying a number of micro-lending institutions, to determine three which would be good prospects for the capacity building collaboration; this will be undertaken prior to discussions with prospective donor collaborators.
- Agreeing with the institutions what the capacity building will involve; the needed capacity will likely include procedures and operations redesign, operations and credit manuals development, MIS capability, development/revision of loan products, staff training, use of the MicroFin financial modeling tool and, business plan development.
- Assistance with strategic/business planning, licensing and regulation for restructuring, transformation and commercialization, under the CBN's conversion policy.

Once the necessary institutional capacity is in place and the conversion process underway or completed, PRISMS and its partner will promote the institutions as models for others to emulate.

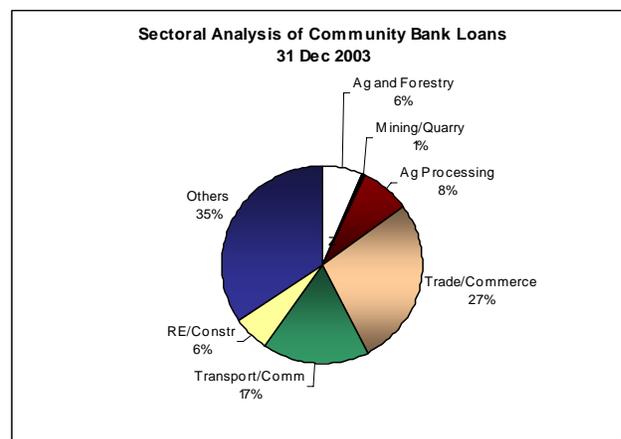
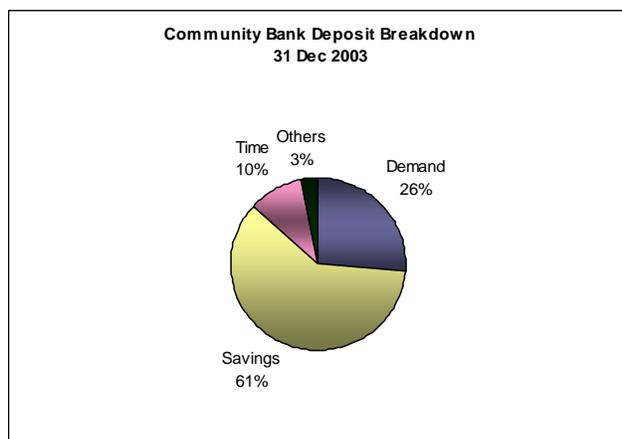
3.2.4 F. Community Bank Institutional Capacity Enhancement:

Data on 564 community banks providing returns to OFID at the end of 2003 indicate that total deposits (N18.1 billion, or \$13.9 million), amounted to almost twice the volume of total loans and advances (N9.9 billion, or \$7.7 million). The loan/deposit ratio for community banks was 55%. Only 14% of lending was to the agriculture, forestry and agricultural processing sectors. Loans for trade and commerce plus transportation and communications, accounted for 58% N5.74 billion (\$4.4 million) of total loans made by community banks in 2003. This portfolio structure, presents evidence of the weak capacity of community banks in lending to MSME's in the agribusinesses and other sectors.



or

The breakdown of deposits of community banks indicates more clients are savers than borrowers, as evidenced by the combined 804,806 reported deposit accounts compared to 59,805 borrowers at 2003 year end, of which 60% are short term savings accounts vulnerable to withdrawal. Community banks could, therefore, be attractive suppliers of "formal" financial services to MSMEs. While their combined borrowers in 2003 numbered somewhat less than 60,000 (on average just over 100 borrowers per community bank), they represent significant potential.



Similar to the micro-lending capacity building approach, PRISMS will endeavor to persuade another donor project targeting enhancement of the community banking industry, to enter a collaborative arrangement with PRISMS to select three community banks with good fundamentals and prospects, but poor institutional capacity and assist those institutions to build capacity, to where they can serve as models for the rest of the community banking industry, by:

- PRISMS, before entering into collaboration discussions, will survey the community banking industry to identify prospective targets for capacity building.
- Once the institutions have been selected, agreeing with the institutions what the capacity building will involve; the needed capacity will likely include procedures and operations redesign, operations and credit manuals development, MIS capability, development/revision of loan products, staff training, use of the MicroFin financial modeling tool and, business plan development.
- Once the necessary institutional capacity is in place, PRISMS and its partner will promote the institutions as models for others to emulate.

3.3 STRENGTHENED PARTNERSHIPS

3.3.1 Contributions to SO 12

Public-private, public-public and private-private partnerships are not a specific SO 12 indicator, but “Improved Livelihoods in Selected Areas” is the SO 12 objective and increased financial services provision to MSMEs can be a powerful factor enabling MSMEs to prosper and thereby improve livelihoods. Public-private, public-public and private-private partnerships can contribute greatly to institutional capacity building focused on provision of financial services to MSMEs

3.3.2 Performance Requirement:

Facilitation of public-private, public-public and private-private partnerships which contribute to enhanced availability of financial services provision for MSMEs in order to assist enterprise creation and growth.

3.3.3 Background

For a number of PRISMS' intended interventions, the application of substantial resources is necessary and it is unlikely that such resources can be availed other than through public-private, public-public and private-private partnerships. Therefore, building effective partnerships for development is one of PRISMS' goals.

3.3.4 Areas of Intervention

To encourage the enhancement of resources through public-private, public-public and private-private partnerships, PRISMS will seek to establish sustainable partnerships such as:

- Private-Private: Facilitation of wholesale funding to microfinance institutions by commercial banks.
- Public-Public: Extensive collaboration between PRISMS and other projects such as UNDP, FAO and WB.
- Development Credit Authority (DCA): DCA coverage is a powerful financial leveraging tool which can be adapted to a range of interventions. Should the Mission have its DCA program established by PRISMS' end, the interventions to which PRISMS would seek to apply DCA leverage are:
 - The Wholesale Funding Guarantee Facility, described in Section 2A.2, "Capacity Building".
 - "Mapping" of DCA's potential role in development of long-term/reasonable rates mortgage financing, for the purchase of business facilities and homes.
- Global Development Alliance (GDA): Determine with and through the Mission, whether any GDA partners would be open to consideration of participation in initiatives for enhancement of financial services provision to MSMEs.
- Other: Any other possibilities which can contribute to enhanced provision of financial services to MSMEs.

3. ANTICIPATED COLLABORATION WITH OTHER FINANCIAL SERVICES PROJECTS

Exploratory collaborative discussions are currently underway with the following financial services projects:

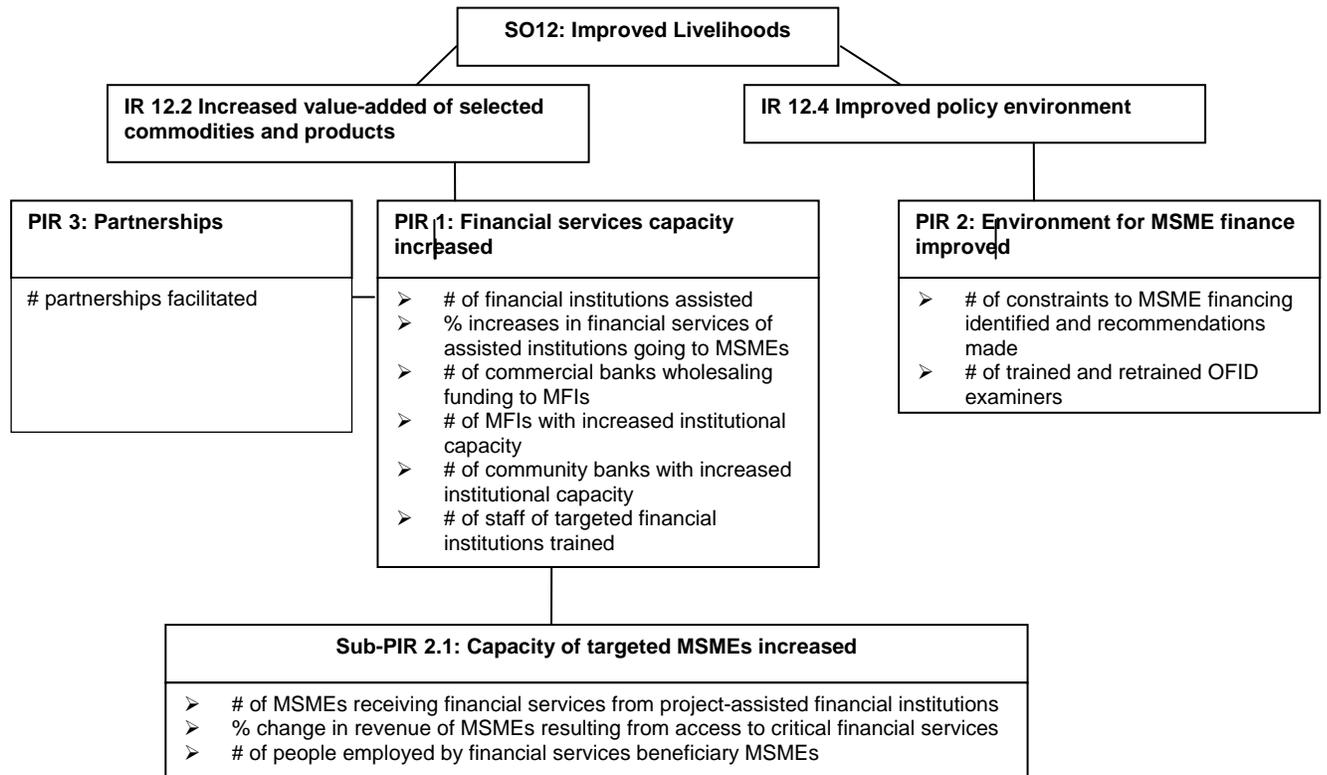
- World Bank MSME Project: It is anticipated that agreement will be reached to collaborate to: a) facilitate the flow of financial services to MSMEs; b) create enabling environments for credit bureau and leasing operations.
- Food & Agriculture Organization (FAO): Anticipated agreement to collaborate in the enhancement of institutional capacity for 1-2 existing community banks, so that they may be used as models for the community banking industry.
- UNDP MicroStart II: Anticipated agreement to collaborate to: a) Assist DFD relative to policy development and OFID to enhance supervisory capacity; b) enhance the institutional capacity of 1-2 micro-lending institutions, so that they may be used as models for the micro-lending industry.

4. PRISMS PROVISIONAL RESULTS FRAMEWORK

Each of PRISMS three project components is a Project Intermediate Result (PIR) area and delineate. PRISMS' the areas of program focus.

The matrixes on the following pages detail the results framework for all project components and the results linkages and contribution to SO 12's IRs:

NIGERIA PRISMS RESULTS FRAMEWORK



Nigeria PRISMS Results Framework and Illustrative Targets

PIR 1: Financial Services Capacity Increased

<i>Indicators</i>	<i>Life of Project Targets</i>	<i>Y2</i>	<i>Y3</i>
# of financial institutions assisted	16	5	11
% increase in financial services of assisted institutions going to MSMEs	20	5	15
\$ of commercial banks wholesale funding to MFIs	\$10 million	3	7
# of MFIs with increased institutional capacity	1		1
# of community banks with increased institutional capacity	1		1
# of staff of targeted financial institutions trained	150	50	100

PIR 2: Environment for MSME Finance Improved

<i>Indicators</i>	<i>Life of Project Targets</i>	<i>Y2</i>	<i>Y3</i>
# of constraints to MSME financing identified and recommendations made	5	5	
# of trained and retrained OFID examiners	150	50	100

PIR 3: Partnerships Facilitated

# of partnerships facilitated			
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5. PARTNERS FUND AND APPROACH TO TRAINING

To provide flexibility for the project and its ability to support work with CBN and with economic clusters, PRISMS will pool its training and unallocated short-term technical assistance resources into a Partners Fund. The Partners Fund will be used to support partner organizations in implementing agreed activities, including training, capacity building, and resource leveraging, or support the ability of a PRISMS intermediary to forge a relationship with another business within a cluster.

Essentially, the Fund is a tool to provide cooperating organizations limited access to resources for cost-sharing and for jumpstarting activities that will lead to sustainability. An initial amount of \$228,243 has been allocated to the Partners Fund and will be accessed in support of PRISMS-initiated trainings, workshops and study tours, primarily on a cost-share basis and only to support the sustainability of capacity building activities and enabling environment reform and supervision.

The cost-share ratios will be negotiated on an ability-to-pay basis. It is anticipated that in some cases other donors will provide the cooperating partners' cost-share funding. Partners will make

application to the Fund using an application form supplied by PRISMS, which requests them to set forth the ways in which requested monies will be used and the ways in which they will leverage and cost share the requested funds. The Fund does not make grants; it is a straightforward technical assistance and training fund designed to support PRISMS' initiatives.

It is anticipated that few applications to the Fund will be made for more than a total of \$25,000. PRISMS will establish the conditions and terms for the Fund within two months of project implementation and will provide a draft to USAID for review and for determination of approaches to use and oversight of the Fund. PRISMS prefers to have the Fund operate without USAID input, except in cases where the suggested use of funds is more than \$25,000, in which case the proposal should be reviewed by the USAID CTO and/or Contracts Officer. PRISMS will report on the status of the fund as part of every quarterly report. Following is an illustration of the types of uses to which the Partners' Fund could be put:

PRISMS Partner's Fund	
Illustrative Training and Technical Assistance Interventions	
Improved Environment for MSME Finance	
<ul style="list-style-type: none"> • Studies on constraints to the flow of financial services into the MSME sector • Training and exposure visit of 6-8 CBN managers from DFD and OFID to other central banks concerning their progress in regulation and supervision of micro-deposit taking institutions (MDIs); visits to successful MSME finance operations. • Workshops for 150 OFID examiners on basic microfinance concepts/MSME lending operations. • Recurrent training (every 6 months) for 40 OFID examiners on the evolving regulation and supervision procedures regarding MFIs. • Retrieval of best practices information, and setup support for best practices dissemination. 	
Financial Services Capacity Building	
<ul style="list-style-type: none"> • Capacity needs identification and assessment for MSME financial services providers • Workshop to review financial sector development policies, programs and plans • Series of ½ day to 1-day Best Practices Seminars on microfinance operations and MSME lending such as: Governance and Internal Control; MIS; Business Planning; Market Research; Deposit and Loan Product Design, Piloting, and Roll-Out; Credit Officer Training; Leasing; etc. • Support for design and production of marketing materials in support of MSME development and financing including project orientation and sensitization • Speakers series (quarterly) (15-20 members drawn from CBN, FMARD, DFIs (NACRDB, BOI), private banks, Nigeria Economic Summit Group (NESG), on subjects related to MSME development and competitiveness, etc. • Support for preparation of roadmap for private sector-led MSME development • Support for conduct of MSME financial services demand and market surveys. • Workshop series on MSME wholesaling to community banks and micro-lending institutions by commercial banks and follow up technical support for interested commercial banks. • Workshops and technical support for microfinance NGOs interested in transformation and commercialization • Technical support and training for selected community banks for improved institutional capacity and operational performance of selected community banks. 	
Strengthened Public-Private Partnership	

- Assessment of current approaches and value of corporate social responsibility in selected companies to be targeted for GDA partnerships.
- Series of GDA development workshops to introduce new approaches to corporate philanthropy and introduce them to the basic concept, business plan preparation, and establishment of strategic linkages in a public-private model.
- Mapping studies for DCA development and programming.

It is anticipated that few applications to the Fund will be made for more than a total of \$25,000. PRISMS will establish the conditions and terms for the Fund within two months of project implementation and will provide a draft to USAID for review and for determination of approaches to use and oversight of the Fund.

PRISMS prefers to have the Fund operate without USAID input, except in cases where the suggested use of funds is more than \$25,000, in which case the proposal should be reviewed by the USAID CTO and/or Contracts Officer. PRISMS will report on the status of the fund as part of every quarterly report.

6. INTEGRATION OF CROSS-CUTTING ISSUES AND PROGRAMS

USAID/Nigeria's Economic Growth Objective (SO12) is part of an integrated CSP package. SO 12's forthcoming MARKETS and POLICY projects both contain numerous opportunities for collaboration with PRISMS, for as with PRISMS the broad objectives of both are sustainable economic development leading to improved livelihoods. As both those projects and PRISMS develop, PRISMS will seek, define and advocate collaborative interventions.

PRISMS will also be alert to possible direct contributions to the objectives of SOs 11, 13 and 14, but even if no direct contributions can be realized, PRISMS will indirectly contribute to those SOs' objectives by enhancement of economic growth.

7. COMPLIANCE WITH USAID REGULATIONS

Section C of the PRISMS contract states that PRISMS will directly contribute to achievement of SO12 by supporting enterprise development through increased access to critical financial services. PRISMS is mandated to work with financial institutions that provide services and products to micro, small and medium enterprises (MSMEs), and this focus specifically includes MSMEs and the financial services identified within the assessment as the "missing middle."

The contract further specifies under Section C.IV.C. Phase 2: Design, that the contractor shall be responsible for maintaining consistency with the Agency's mandatory and suggested guidance on performance indicators relating to MSME-directed financial services development and PRISMS will take care to remain in compliance.

PRISMS will not provide direct grant support or financial operating support to financial institutions. PRISMS will provide technical assistance and training to build capacity and expand services. The Policy Directives and Required Procedures set out in ADS 219.3 will be observed when selecting the financial institutions with which PRISMS will interact.

8. MANAGERIAL, TECHNICAL AND ADMINISTRATIVE ELEMENTS

The management plan is designed for rapid and consistent implementation of project activities, focused upon a common private sector led, demand driven framework for increasing flows of financial services to MSMEs, building commonality between USAID and other donor programs and with the GON, thereby creating a strong public-private partnership. The key to results is building and sustaining momentum for financial services institutional capacity building, by leveraging interventions with private sector, donor and GON resources. To support PRISMS' ability to achieve its objectives, the management plan focuses on maintaining a constant presence in Abuja to support relationship development with the CBN and other key public sector agencies, maintaining a lean organization structure focused on achievement of results, and optimizing resources in support of the PRISMS performance-based contract structure. Within this overview, the following sections highlight key aspects of the approach to management.

PRISMS will be operated over the period June 1, 2004 – September 30, 2006. Implementation time has been shortened to 28 months to enable funds previously directed into the last year (at a reduced rate of funding), to be moved into support for implementation of a heightened level of activity beginning with startup. The shorter time frame offers the following advantages:

- Enables hiring up to three financial services managers to provide specialist support to development and implementation of PRISMS' interventions.
- Supports project ability to upgrade the 2-3 local hire, long-term technical positions to reflect the high level of expertise needed to undertake PRISMS' interventions.
- Ensures that the COP and key local long-term staff will remain in place throughout the project;
- Enables the project to rapidly build and maintain momentum, sharing lessons learned;
- Enables establishment of the Partners Fund as a vehicle for cost-sharing vital training and workshop activities with implementing and cooperating partners.

The Project staff will be located at an office in Abuja. The professional staff will spend considerable amounts of time in the field working with counterparts, implementing and cooperating partners and other SO-12 projects. As illustrated by the organization chart, the project organization is straightforward and lean. All individuals within the project will operate within the terms of written position descriptions and within clearly defined job relationships. Project professional staff consists of the COP, up to three Financial Services Managers, Operations Manager, and Project Accountant.

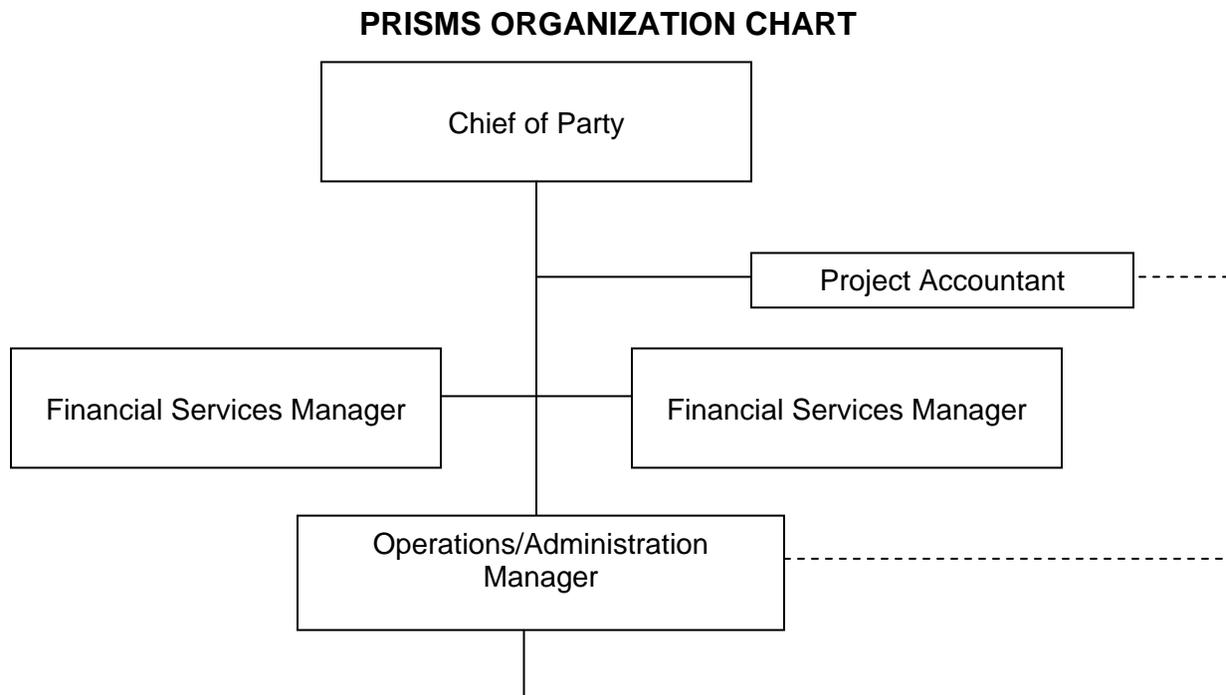
Staffing Plan. Within the framework of the organization chart, responsibilities will be as follows:

Chief of Party, James Whitaker: provides overall direction; maintains focus on core objectives and results; oversees all aspects of project activity; identifies appropriate initiatives and interventions; creates and maintains momentum toward achievement of objectives. Has primary responsibility for relationships with USAID/Nigeria, the SO12 team, counterparts, implementing and cooperating partners, other Mission SOs. Is the primary relationship manager with the CBN and in developing and managing GDA partnerships. Supervises and provides direct oversight of the Financial Services Managers, Operations Manager and the Project Accountant.

Financial Services Managers (TBD): Are primary relationship managers for cooperation between PRISMS and the CBN's DFD and OFID and between PRISMS and the financial services industry; responsible managing PRISMS' financial services capacity building measures, enabling environment interventions and public-private partnership; works closely with appropriate financial services institutions to determine needed institutional capacity building measures and the extent of PRISMS' assistance in support of such; collaborates with PRISMS' implementing and cooperating partners for the marshalling and directing of resources in support of interventions. The FSMs will be experienced in matters of: policy/regulation, financial services delivery/development, MSMEs, agribusiness, rural development. The FSMs report directly to the Chief of Party.

Project Operations/Administration Manager (TBD): Organizes and oversees all project administrative functions, including personnel actions and management of office support staff; interacts with project accountant on ongoing basis to ensure smooth operation of office functions; provides critical, ongoing liaison between PRISMS and the home office PMU, to include CI and USAID reporting requirements. The OM will also be responsible for: a) communications activities, such as the project website, project newsletter and joint communications with implementing/cooperating partners; locating/editing/packaging/delivery of relevant technical information to implementing and cooperating partners; contracts management; the administrative and logistic aspects of PRISMS' role in training, seminars and workshops undertaken in cooperation/cost-sharing with implementing and cooperating partners on behalf of target groups, institutions and organizations.

Project Accountant (TBD): handles all accounting functions, including payroll, petty cash and maintaining accounts to standards set by Chemonics home office, and reports to Chief of Party working in close cooperation with the Operations Manager and PRISMS PMU.



Administrative Assistant
Driver
Office Assistant

9. APPROACH TO MONITORING & EVALUATION

PRISMS will, at the end of October, design and install a Performance Monitoring Plan as described in 1e, Monitoring & Evaluation, Annex I Project Management.

ANNEX 1: PROJECT MANAGEMENT

Following are aspects of the PRISMS approach to project management:

1a. Financial/Communications

Financial Management

The project will hire a qualified project accountant during July. Following competitive testing, selection, and training by the Chemonics field accountant, the project accountant will use QuickBooks to track all project field expenses by CLINs. Monthly expense submissions are reviewed by the home office Project Management Unit (PMU) and submitted to accounting for processing, thus assuring a high level of quality control and timely monthly submission of invoices, as required.

Communications Management

Under the direction of the Administration Manager, PRISMS will prepare a communications strategy as part of the September 2004 work planning, so that it can be submitted as part of the plan for the next year's activities. The communications strategy will support PRISMS efforts to inform and leverage private/public sector collaboration, to carry out reporting and analysis in support of USAID/Nigeria's strategic objectives, to leverage PRISMS resources through integration of PRISMS interests with regard to publications, website, news releases, PR activities, radio and TV, and newsletters.

Short-Term Technical Advisor Management

PRISMS will place priority on effective mobilization and use of subcontractors, as per teaming arrangements put into place between each subcontractor and Chemonics. Development Associates (DA) will be the primary provider of technical services in support of all PRISMS technical initiatives. The PRISMS long-term financial services manager will be a DA employee, and short term technical assistance will also be provided by DA. Other subcontractors will be engaged as the type of specialty assistance required is identified.

Project emphasis is placed on use of local expertise. Expatriate short-term technical expertise will be availed only when no local equivalent is available; all expatriate STTA assignments will be undertaken by pairing the expatriate with local expertise to facilitate knowledge sharing and transfer. Wherever possible any expatriate technical experts fielded by the project will have double assignments; for example work with the Central Bank and presentation of a seminar to a group of bankers.

1b. Home Office Support:

The PRISMS field office will be supported by the Chemonics' home office project management unit (PMU). The Chemonics home-office support system provides technical and administrative support for field activities at no direct cost to the project. Douglas Leavens is the PRISMS Project Supervisor, Katie Stauss is the Project Administrator, and Rachael Pierotti is the Assistant Project Administrator. PMU activities include project tracking, invoice preparation, contracting oversight, management of sub-contractor assignments, fielding of STTA, and crisis management depending on donor/client/partner relations, political realities, and project progress. The PRISMS PMU will provide a constant level of support to field office staff and respond immediately to problems and opportunities. This process is facilitated through daily field

communications, technical and administrative tracking, joint work plan development, and supervisory visits to the field.

The PMU also maintains liaison with USAID/W, EGAT, and DCA, CGAP, the World Bank, IFC and other US organizations on technical issues related to PRISMS activities, and provides resource information as required to support and leverage the project.

1c. Operational Linkages with other Programs

PRISMS will maintain regular contact with USIAD/Nigeria, including the following:

- Meetings with SO12 team as appropriate
- Regular meetings with other SO12 implementing partners to coordinate activities;
- Special meetings to introduce ideas and invite input from all USAID Strategic Objectives;
- Provide support to USAID/Nigeria special requests and initiatives, as required.

Because of the private-public partnership nature of the project, PRISMS also will maintain operational contacts and regular communications with a wide range of other constituencies, including: GON agencies; various state and local governments; members of the business and banking communities; MSMEs; representatives of NGOs which have projects involving financial services; business development services providers which support delivery of financial services. Given the extent of the universe of actors with which the project must maintain operational linkages, the PRISMS relationships strategy is of particular importance.

1d. Annual Work Planning

By end-October PRISMS intends to have prepared and submitted a work plan for the 12-month period from September 2004 to September 2005 reflecting partners. This work plan will include a full activity and task analysis for activities to be undertaken within each of the PRISMS project components. It will also identify the progress milestones and benchmarks the project will seek to achieve during the work plan period.

1e. Monitoring and Evaluation

Monitoring progress and evaluating results are key functions in any performance-based management plan. The strength of a monitoring and evaluation (M&E) system lies in its ability to provide performance information that helps control for results and improves project performance. PRISMS will implement an M&E system to track planned activities, delivery of expected outputs, and quantitative impacts. This M&E system will support USAID Nigeria's reporting needs by providing input to the mission's SO12 indicators on an annual basis in September each year.

The overall goal of the M&E system is to help decision makers achieve project objectives. Implicit in this goal is USAID's recognition that specific elements of the implementation program may require adjustment to respond to evolving conditions, either within or external to the project. Hence, the M&E system will be a management tool for systematically reviewing project progress, troubleshooting problems and issues during project implementation, and

assessing areas where Project activities may need to be refocused to ensure that plans, schedules, and assignments remain current.

Our approach to project design and implementation is results-driven. Given the nature of this project, we will focus first and foremost on primary and immediate impacts and results. Our principle starting point for the performance monitoring plan (PMP) will be two elements: a) USAID's own results framework, including SO12, to be finalized during July-August 2004 with the development of sub-IRs for SO12, and b) the stated results and impacts to be achieved as laid out in the RFP. From there we will move forward in a collaborative approach to develop the most appropriate and reportable indicators of project performance for the PMP. The PRISMS PMP will be finalized and submitted at a time agreed to between PRISMS and the mission, after both have had time to develop and agree on indicators and targets.

1f. Reporting

PRISMS will provide the following reports:

Quarterly and semi-annual reports

The contract specifies both quarterly and semi-annual status reports; the semi-annual report will constitute a report against targets and indicators.

Financial reports

Chemonics' home office will submit a monthly invoice that also provides a cumulative summary of expenditures to date against the contract budget, and fulfills the contractual monthly reporting requirement.

Final report

At contract's end, the Project will submit a final report, which is an important part of the PRISMS' knowledge management program, and will be designed to add value to other competitiveness projects across the development industry. The report will summarize project accomplishments, describe the various activities and tasks undertaken, highlight the results as they have led to achievement of USAID strategic objectives, provide comments and recommendations on additional work that may be considered, and describe how the project funds were used.

ANNEX 2: POSITION DESCRIPTIONS

2a. Chief of Party (COP)

A. Background

The USAID-funded Promoting Improved Sustainable Microfinance Services (PRISMS) initiative is a demand-led financial services institutional capacity building project focusing upon the provision of financial services to MSMEs and undertaken in direct support of USAID Nigeria's Strategic Objective 12 (SO 12), "Improved Livelihoods in Selected Areas".

The COP is responsible for efficient and effective management of the Project; compliance with USAID's and Chemonics International's procedures; maintaining conformance with Mission and Project core objectives; driving, overseeing and assisting with the conceptualization and organization of appropriate initiatives and interventions; creating and maintaining momentum towards the achievement of objectives; assuming primary responsibility for relationships with SO12 and the Mission, counterparts, cooperating and implementing partners and other SO12 projects; oversight and direction of the activities of both the technical and administrative team.

B. Specific Duties and Responsibilities:

- Supervise, guide, monitor and direct those staff who report directly to the COP and agree the manner of supervision and delegation of duties of those staff who report to the Operations Manager.
- Assure that all staff members as appropriate understand the Project's objectives and are kept current regarding its activities, through direct counseling, weekly staff meetings and other meetings as required.
- Delegate responsibility to lead the Project's financial services activities to the Financial Services Managers, but supervise and work closely with the them in order to establish and maintain proper strategies within which activities will take place; assure that activities are being pursued in a manner congruent with the Project's strategies and objectives; oversee and assist with both the planning and execution of financial services activities.
- Be the Project lead in developing and maintaining those relationships with Mission personnel, other Mission projects, other donors, cooperating and implementing partners, which serve the objectives and activities of the Project.
- Ensure that all Project activities remain focused and "on message" relative to the Project's objectives, to insure that scarce Project resources are not wasted.
- Provide periodic progress reports to the Mission as stipulated in the Project contract, prepare the annual work plan, budget and PMP. Provide regular Project reports and success stories and in general, assure that the role, activities and accomplishments of the Project are well documented, communicated and understood in order to promote replication.

C. Related Requirements:

- Ability to effectively communicate verbally and in written form in English.
- Ability to work in a professional and cordial manner with fellow PRISMS staff, Mission staff, Chemonics International staff, implementing and cooperating partners, commodity chain and cluster participants and relevant NGO's and GON agencies.

- Ability to work independently with minimal supervision, to be able to accept and discharge substantial responsibilities, to prioritize work assignments, to meet deadlines and, to exercise professional judgment.
- Ability to effectively use computer software, including word-processing and spreadsheet applications, in English.
- Excellent group participation skills, networking ability and relationships building.

D. Qualifications and Experience:

- Demonstrated managerial skills by having previously been a successful USAID project chief of party, as well as having been a successful lead manager of complex business organizations.
- A demonstrated capacity for application of conceptual, innovative and adaptive skills during the management of previous projects/organizations.
- Prior financial services and MSME development experience.
- MBA or equivalent degree required.
- Extensive international experience working in the type of environments in which USAID projects operate and demonstrated liking of and adaptability to such environments.

E. Policy and Procedure:

With respect to all policies and procedures related to this position, written guidance will be issued as required to clarify, modify and/or establish PRISMS and Chemonics International policies and procedures, that either directly or indirectly affect the duties and responsibilities of the position.

F. Reporting Responsibility:

The Chief of Party will report to the Chemonics International Project Supervisor.

2b. Operations/Administration Manager (O/AM)

A. Background:

The USAID-funded Promoting Improved Sustainable Microfinance Services (PRISMS) initiative is a demand-led financial services institutional capacity building project focusing upon the provision of financial services to MSMEs and undertaken in direct support of USAID Nigeria's Strategic Objective 12 (SO 12), "Improved Livelihoods in Selected Areas".

The project operations/administration manager (O/AM) is a long-term local professional position for a Nigerian with extensive experience establishing and maintaining office administrative and reporting systems. The O/AM will report to the chief of party and must demonstrate self-initiative and exercise assigned responsibilities without being prompted and reminded.

The administrative assistant, office assistant, and project driver will report to the project operations manager.

B. Specific Duties and Responsibilities:

- Finalize outstanding project start-up activities
- Serve as key administrative liaison to the home office
- Directly supervise, train, and evaluate office support staff
- Work closely with the project accountant to design and implement project accounting/financial reporting systems
- Collaborate with the home office project management unit to monitor PRISMS contract compliance
- Ensure that the project office operates at all times in accordance with USAID rules and regulations
- Devise and lead innovative project communications strategies for dissemination of information on PRISMS activities to key stakeholders in the donor community, the private sector, and the government of Nigeria
- Support the COP in preparation of reports for USAID
- Supervise the coordination of in-country logistics, including transportation and lodging arrangements, for meetings, workshops, conferences, and short-term personnel
- Oversee purchases of office equipment and supplies, as well as general office operations and maintenance
- Maintain tracking systems for procurement, publications, project inventory, action memos, approvals, and other administrative tasks
- Orient short-term consultants on field office procedures
- Oversee maintenance of the project's filing system
- Manage personnel issues, including preparation of employment agreements, determination and administration of employee benefits and allowances, dispensation of payment to local consultants, etc.
- Travel to cities outside of Abuja as necessary to make arrangements for project activities
- Other duties as assigned by the COP
- Assist in recruitment of short-term local consultants, as needed
- Manage and oversee all local contracts, subcontracts, and other agreements, including lease, insurance, and other agreements

- Ensure timely review, processing, and payment of subcontractor invoices in collaboration with chief of party
- Represent the project to USAID on administrative matters as directed by the chief of party of project management unit

C. Related Requirements:

- Ability to work in a professional and cordial manner with fellow PRISMS staff, implementing and cooperating partners, and relevant NGOs and government agencies
- Ability to work independently with minimal supervision, to be able to accept and discharge substantial responsibilities, to prioritize work assignments, to meet deadlines, and to exercise professional judgment
- Knowledge of Chemonics personnel policies as outlined in the personnel manual
- Knowledge of USAID rules, regulations, and procedures

D. Qualifications and Experience:

- University degree in a relevant field
- Minimum 5 years experience in office administration and operations
- Fluency in speaking, reading, and writing English
- Strong attention to detail
- Strong organizational and prioritization skills
- Strong computer spreadsheet and word processing skills

E. Reporting Responsibility:

The operations/administration manager will report to the chief of party or his designee.

2c. Project Accountant-Analyst (PAA)

A. Background

The USAID-funded Promoting Improved Sustainable Microfinance Services (PRISMS) initiative is a demand-led financial services institutional capacity building project focusing upon the provision of financial services to MSMEs and undertaken in direct support of USAID Nigeria’s Strategic Objective 12 (SO 12), “Improved Livelihoods in Selected Areas”.

The project accountant/analyst position is a long-term local professional position. The PAA will manage and analyze the financial operations of the project, ensuring standardized corporate documentation procedures are maintained and that the project maintains compliance with USAID regulations.

B. Specific Duties and Responsibilities:

Accounting Element

- Implement the policies and procedures as set forth in the field accounting and allowance manuals
- Record transactions; classify receipts and disbursements in accordance with the Chemonics Chart of Accounts, and report project transactions using Quick Books
- Maintain financial and personnel sections of the project files for contracting and payroll of local employees, monthly financial reports, quarterly reports, invoices, and ad hoc reports
- Ensure that, at all times, financial records are kept in accordance with Chemonics policy and procedure as set forth in its Field Accounting Manual, meaning that they are audit ready
- Maintain and control the project field cash position, including but not limited to: requesting accurate and appropriate wire transfer requests; preparing monthly bank reconciliations, issuing checks to vendors and landlords; calculating and paying the required taxes and social insurance to the proper authorities
- Prepare and issue payroll checks for local staff
- Collect and process long and short-term local and expatriate staff’s monthly timesheets and track sick and annual leave accrual for all local employees
- Review and reconcile the project petty cash.
- Review local expense reports for compliance with USAID and Federal Travel Regulations before reimbursement
- Procure items for project office in accordance with Chemonics policy and USAID regulation; all procurements with a total value of \$125 will be initiated with a standard format Purchase Request Form.
- Work with the operations manager to maintain the field-level inventory report in an accurate, complete and current manner
- Work with the operations manager to manage local insurance contracts
- Establish and maintain a good working relationship with the project’s bank, ensure that banking activities are processed in a timely and professional manner, and ensure that the bank is providing all necessary services to the project at competitive prices

Analysis Element

- Collaborate with the home office project management unit to track the project budget, as well as subcontractor budgets.
- Prepare detailed budget analysis when requested for the home office or USAID
- Assist the home office with quarterly budget projections
- Prepare concise and professional reports of project financials when requested

C. Related Requirements:

- Good interpersonal skills, honesty, and commitment to excellence
- Ability to establish and maintain effective, sustainable relationships with project staff, tax authorities, USAID Mission personnel, and staff from the general development and business community
- Ability to work independently with minimal supervision, to be able to accept and discharge substantial responsibilities, to prioritize work assignments, to meet deadlines, and to exercise professional judgment
- Possesses excellent communications skills in English, including the ability to prepare informative and properly formatted written communications in English

D. Qualifications and Experience:

- A degree in accounting/financial analysis
- 5-10 years of work experience in accounting, bookkeeping, financial analysis, with previous experience as a USAID project accountant/analyst preferred
- Computer literacy in MS Word, Excel and Quick Books Pro

E. Reporting Responsibility:

The project accountant-analyst will report to the chief of party or his designee and will work in close collaboration with the operations/administration manager.

2d. Financial Services Managers (FSMs)

A. Background:

The USAID-funded Promoting Improved Sustainable Microfinance Services (PRISMS) initiative is a demand-led financial services institutional capacity building project focusing upon the provision of financial services to MSMEs and undertaken in direct support of USAID Nigeria's Strategic Objective 12 (SO 12), "Improved Livelihoods in Selected Areas".

The Financial Services Managers must be Nigerian with extensive experience of: banking; lending; agribusiness; rural development; financial services institutional capacity building; MSME financial services requirements. The Financial Services Managers will be responsible for management of project interventions directed towards facilitating institutional capacity development for provision of financial services to MSMEs.

The FSMs will work extensively with the PRISMS staff, implementing/cooperating partners, short-term consultants, financial services providers, other donor projects, NGO's and GON agencies.

B. Specific Duties and Responsibilities:

- Leadership/responsibility/ management of PRISMS' multiple interventions to facilitate financial services capacity development for provision of financial services to MSMEs.
- Identify those financial services providers which have the desire, resources and outreach to work with PRISMS and its partners for the development of institutional capacity to service MSMEs by:
 - explaining PRISMS' planned interventions and determining if they have the attributes necessary for involvement with PRISMS;
 - persuading other interested parties working in financial services development to join PRISMS' intervention and mobilizing/coordinating those parties' resources;
 - assist cooperating financial services providers to develop products/services/delivery systems appropriate to the needs of MSMEs;
 - determine if community banks and micro-lending institutions need additional loan capital if they are to expand lending to MSMEs and if additional loan capital is required, work with the PRISMS team and commercial banks, to establish loan capital wholesaling mechanisms;
 - assist participating lenders to identify appropriate targeting of their lending activities towards the MSME sectors which possess high potential.
- Lead and be responsible for the likely PRISMS role in the establishment and use of USAID DCA guarantee mechanisms, as well as seeking possibilities for use of DCA guarantees.
- Maintain a demand-led, as opposed to a supply-led, perspective towards facilitating the provision of financial services to MSMEs.
- Team as appropriate with other members of the PRISMS staff, implementing and cooperating partners, donor projects, financial institutions, relevant NGO's and GON agencies to implement PRISMS' planned interventions.
- Such other duties as assigned by the COP that are supportive of PRISMS overall objectives.

C. Related Requirements:

- a. Ability to effectively communicate verbally and in written form in English.
- b. Ability to work in a professional and cordial manner with fellow PRISMS staff, implementing and cooperating partners and relevant NGO's and GON agencies.

- c. Ability to work independently with minimal supervision, to be able to accept and discharge substantial responsibilities, to prioritize work assignments, to meet deadlines and, to exercise professional judgment.
- d. Ability to effectively use computer software, including word-processing and spreadsheet applications, in English.
- e. Excellent group participation skills, networking ability and relationships building.

D. Qualifications and Experience:

The Financial Services Managers must possess a wide range of practical general business, financial services delivery/development knowledge and experience, as well as demonstrated ability to: conceptualize; organize; lead, motivate, work both as a team member and independently; be dedicated to excellence in the discharge of responsibilities; be comfortable dealing with a wide range of personalities and professions; understand and be proficient in forming and managing productive relationships with a wide range of individuals and organizations; analyze the financial, managerial and operational capabilities of cooperating lending institutions; help design lending and leasing products appropriate for MSMEs..

The positions require a master's degree in business or a subject relevant to the financial services activities which PRISMS will be assisting and 15-20 years of such experience.

E. Policy and Procedure:

With respect to all policies and procedures related to this position, written guidance will be issued as required to clarify, modify and/or establish PRISMS policies and procedures, that either directly or indirectly affect the duties and responsibilities of the position.

F. Reporting Responsibility:

The position will report to the Chief of Party or his designee.

2e. Project Administrative Assistant (PAA)

A. Background

The USAID-funded Promoting Improved Sustainable Microfinance Services (PRISMS) initiative is a demand-led financial services institutional capacity building project focusing upon the provision of financial services to MSMEs and undertaken in direct support of USAID Nigeria's Strategic Objective 12 (SO 12), "Improved Livelihoods in Selected Areas".

The project administrative assistant position is a long-term local support position for a Nigerian with experience and knowledge of administrative systems, functions, and operations. The administrative assistant will report directly to and be supervised by the project operations manager or his/her designee. He/she must demonstrate self-initiative and an ability to exercise assigned responsibilities without being prompted and reminded.

B. Specific Duties and Responsibilities:

- Answer the project telephone and control the telephone switchboard, routing calls and taking messages as appropriate
- Maintain project office files and ensure that all correspondence and documents are properly copied and filed in accordance with the established filing system
- Administer and track petty cash disbursements under the supervision of the operations manager
- Assist with invitations, confirmations, and logistics for all meetings, workshops, trainings, and conferences
- Assist with travel, hotel accommodations, and customs expeditors for all project-related travel
- Work with the operations manager to maintain tracking systems for procurement, publications, project inventory, action memos, approvals, and other administrative tasks
- Coordinate driver assignments and car hire needs for project staff
- Send, receive, and distribute faxes and maintain an up-to-date fax log
- Track utilization of all office supplies and procure supplies as necessary
- Prepare all necessary administrative forms for project-related items and update forms as required
- Scan documents as requested by project staff
- Monitor maintenance of office equipment
- Send/receive the project pouch to/from the home office on a weekly basis
- Greet guests and prepare and serve coffee/tea for visitors if the office assistant is not available
- Provide additional assistance as directed by project staff
- As appropriate and under chief of party supervision, learn tasks of operations manager and perform certain assigned duties of the operations manager during operations manager absences

C. Related Requirements:

- Ability to effectively communicate verbally and in written form in English
- Ability to work in a professional and cordial manner with fellow PRISMS staff, and all partners
- Ability to work independently with minimal supervision, to be able to accept and discharge responsibilities, to prioritize work assignments, to meet deadlines, and to exercise professional judgment

D. Qualifications and Experience:

- Previous experience in office administration
- Experience making logistical arrangements
- Fluency in speaking, reading, and writing English required
- Strong attention to detail
- Strong organizational and prioritization skills
- Computer literacy in word processing and spreadsheet applications

E. Reporting Responsibility:

The project administrative assistant will report to the project operations manager or his/her designee.

2f. Office Assistant (OA)

A. Background

The USAID-funded Promoting Improved Sustainable Microfinance Services (PRISMS) initiative is a demand-led financial services institutional capacity building project focusing upon the provision of financial services to MSMEs and undertaken in direct support of USAID Nigeria's Strategic Objective 12 (SO 12), "Improved Livelihoods in Selected Areas".

The office assistant position is a long-term local support position. The office assistant's primary responsibilities are greeting guests, office cleaning and maintenance, generator maintenance, and assisting the administrative staff with tasks as directed. The office assistant will report to the operations manager or his/her designee.

B. Specific Duties and Responsibilities:

- Greet guests of the project office and serve them beverages
- Clean the project office daily and maintain the professional appearance of the office throughout the day
- Perform office maintenance tasks, e.g. changing light bulbs, servicing air conditioners, replenishing supplies in all bathrooms, clearing leaves from roof drainage systems, and other duties as assigned by the operations manager
- Copy project-related documents as requested by project staff
- Maintain the generator in a mechanically high state of readiness, cleanliness, and functionality
- Perform other administrative tasks as directed by the administrative staff

C. Related Requirements:

- Ability to effectively communicate verbally and in written form in English
- Ability to work in a professional and cordial manner with fellow PRISMS staff and cooperating partners
- Ability to prioritize work assignments, to meet deadlines, and to exercise professional judgment
- Ability to complete assignments in a timely fashion

D. Qualifications and Experience:

- Previous experience as an office assistant and ability to complete administrative tasks
- Understanding of proper cleaning techniques
- Ability to accomplish various light office maintenance and repair tasks, such as those listed above
- Possesses a thorough understanding of generator maintenance
- Knowledge of how to serve beverages to visitors in a professional manner

E. Reporting Responsibility:

The office assistant will report to the operations manager or his/her designee.

2g. Project Driver (PD)

A. Background

The USAID-funded Promoting Improved Sustainable Microfinance Services (PRISMS) initiative is a demand-led financial services institutional capacity building project focusing upon the provision of financial services to MSMEs and undertaken in direct support of USAID Nigeria's Strategic Objective 12 (SO 12), "Improved Livelihoods in Selected Areas".

The project driver position is a long-term local support position. The main responsibilities of the driver are driving and maintaining the project vehicle. The driver reports to the operations manager or his/her designee, who is responsible for coordinating the driver's assignments and supervising the driver's work.

B. Specific Duties and Responsibilities:

- As assigned and/or pre-approved by the driver's supervisor, drive assigned project vehicle daily, including on scheduled project-related trips within Abuja and to other locations as required.
- Clean assigned vehicle daily both inside and out
- Check assigned vehicle weekly to ensure that it is operational and safe to drive
- At least on a weekly basis, check the project vehicle's oil, radiator, fan belt, brake fluid, wipers, tires, lights, and signals
- Initiate and supervise any repairs required on assigned vehicles with supervisor's approval
- Initiate and supervise routine periodic maintenance of assigned project vehicles, including oil and filter changes, tune-ups, and professional cleaning by high-pressure hose based on the manufacturer's instructions on optimum maintenance requirements
- Fulfill project reporting requirements and maintain records on vehicle routing, vehicle condition, etc.
- Contribute to passenger safety by obeying traffic laws, driving carefully, and requesting that each person in the vehicle wears a seatbelt

C. Related Requirements:

- Knowledge of Abuja streets and neighborhoods
- Ability to effectively communicate verbally in English
- Ability to work in a professional and cordial manner with fellow PRISMS staff and cooperating partners
- Ability to prioritize work assignments and to exercise professional judgment

D. Qualifications and Experience:

- A valid driver's license
- A good driving record and understanding of auto mechanics
- A minimum of primary-level schooling to ensure literacy
- Availability for overtime work and field travel
- Experience driving for an international organization in Abuja

E. Reporting Responsibility:

The driver will report to the operations manager or his/her designee.