

PDBBP 484

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT DATA SHEET

1. TRANSACTION CODE: **A** (A = Add, C = Change, D = Delete)
Amendment Number: 2
DOCUMENT CODE: 3

COUNTRY/ENTITY: Rwanda
3. PROJECT NUMBER: 696-0116

4. BUREAU/OFFICE: Africa 06
5. PROJECT TITLE (maximum 40 characters): Food Storage and Marketing - II

6. PROJECT ASSISTANCE COMPLETION DATE (PACD): MM DD YY 12/31/90
7. ESTIMATED DATE OF OBLIGATION (Under "B:" below, enter 1, 2, 3, or 4)
A. Initial FY 82 B. Quarter C. Final FY 85

8. COSTS (3000 OR EQUIVALENT \$) =

A. FUNDING SOURCE	FIRST FY <u>81</u>			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	741	125	866	2533	367	2900
(Grant)	(741)	(125)	(866)	(2533)	(367)	(2900)
(Loan)	()	()	()	()	()	()
Other U.S. 1						
Other U.S. 2						
Host Country		451	451		1850	1850
Other Donor(s)						
TOTALS	741	576	1317	2533	2217	4750

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) FN	130B	140				800		2900	
(2)									
(3)									
(4)									
TOTALS									

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)
013 056 333

11. SECONDARY PURPOSE CODE
154

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)
A. Code: BS TECH
B. Amount:

13. PROJECT PURPOSE (maximum 480 characters).

This project has two purposes: (A) to strengthen and expand GRENARWA's management to enable it to act as a catalyst in stimulating and assisting the marketplace to respond to regional and seasonal imbalances in supplies and prices of foodcrops (principally beans and sorghum); and, (B) to assist the GOR to determine the feasibility of long-term bean storage in Rwanda, which will in turn strengthen GRENARWA's capability to maintain a food security stock.

14. SCHEDULED EVALUATIONS: Interim MM YY 1/08/3 Final MM YY 1/28/5

15. SOURCE/ORIGIN OF GOODS AND SERVICES: 935
 000 941 Local Other (Specify) (Vehicle Waiver)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment.)
The PACD is extended from 12/31/88 to 12/31/90.

17. APPROVED BY: William D. Howard Jr.
Title: AID Director, Rwanda
Date Signed: MM DD YY 12/27/88

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION: MM DD YY _____

FOOD STORAGE AND MARKETING - PHASE II

PROJECT PAPER SUPPLEMENT

(696-0116)

BEST AVAILABLE DOCUMENT

FOOD STORAGE AND MARKETING - PHASE II

PROJECT PAPER SUPPLEMENT

(696-0116)

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 2. State 257345 "Guidelines for Continuing Linkages Grant Agreement"

FOOD STORAGE AND MARKETING PHASE II

PROJECT PAPER SUPPLEMENT

(G96-0116)

I. BACKGROUND

The Food Storage and Marketing - Phase II (FSM II) project was authorized in May 1982 with a life of project funding of \$2,100,000. Subsequently in FY1984 a PP amendment was approved for \$800,000 to provide additional funds to cover the higher than expected costs of a research contract with the University of Minnesota (UM).

The project was approved with the following purposes:

- (1) To strengthen and expand management capability of GRENDARWA* (National Granary of Rwanda) as a catalyst in stimulating and assisting the marketplace to respond to regional and seasonal imbalances in supplies and prices of foodcrops, especially beans and sorghum; and,
- (2) To assist the GOR to determine the feasibility of long-term bean storage in Rwanda which will, in turn, strengthen GRENDARWA's capability to maintain a food security stock.

* GRENDARWA is an outgrowth of the FSM - Phase I and was integrated into OPROVIA (the National Office for Development and Marketing of Food and Livestock Products) in 1982. GRENDARWA deals with private traders, cooperatives and farmers, purchasing beans and sorghum at harvest and releasing them later in the season as prices begin to rise.

To accomplish these purposes, the following objectives were established:

- (1) an effective functioning system of marketing by improving the marketing information and purchasing/selling activities of GRENDARWA;
- (2) an effective accounting department; and,
- (3) capability to perform relevant research and to improve storage and marketability through applied research activities, including: (i) an inventory of methods and conditions of indigenous storage; (ii) evaluation of the quantity stored and the losses in storage; (iii) an inventory of bean varieties; (iv) a consumer survey of preferences for varieties; (v) a consumer acceptability trial of beans stored under different conditions; (vi) identification of bean varieties resistant to pests; and (vii) selected socio-economic studies.

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These objectives were to be accomplished based on the budget described below. This table presents both the original project budget and the budget as amended.

Authorized Life of Project Funding		
	(\$ 000's)	
	<u>Original</u>	<u>Amendment</u>
Technical Assistance	832	1,840
Training	259	195
Commodities	375	365
Administration	251	347
Construction		153
Inflation and Contingency	383	0
	=====	=====
Total	2,100	2,900

II. CURRENT PROJECT STATUS

In order to achieve the first and second objectives, improving GRENDARWA's marketing and accounting capabilities, consultative visits by a marketing advisor and an accountant as well as vehicles and computer equipment were provided. Effectiveness of these inputs is demonstrated in that GRENDARWA has been able to show a small profit margin on its operations. A financial system is in place and GRENDARWA employees are trained to operate it. Advances have been made to computerize financial, accounting and marketing activities.

In regards with the third objective, research activities of FSM-II were completed and all the technical research reports were finalized and translated into English. It is greatly anticipated that the results and findings obtained from the FSM-II research activities will provide GOR with the technical know-how for improved management of beans and sorghum during storage at all levels.

Although the project activities were successfully completed, the Project Assistance Completion Date (PACD) for FSM-II was extended from June 30, 1988 to December 31, 1988 in order for USAID to consider implementing a continuing linkage grant.

All the project objectives of FSM-II were achieved. GRENDARWA has gained management capability and has become a GOR marketing arm for agricultural products. UM showed satisfactory performance in its technical assistance to OPROVIA under a contract with USAID and won a trust among Rwandan participants of the project. The FSM-II project can be regarded as one of successful projects for USAID/Rwanda.

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III. CONTINUING LINKAGES CONCEPT

A concept of continuing linkages was introduced in a cable from USAID/ Washington, STATE 297272 (1987) with the purpose of providing a mechanism to sustain relationships between a U.S. university and overseas institution through continuing involvement in post-contract activities. Program description for continuing linkages was finalized in a cable, STATE 257345 (1988).

A continuing linkages grant is designed to assist a U.S. university and one or more overseas institutions to sustain their post-contract relationships. Although both U.S. and overseas institutions have interest and capability of maintaining the relationships, they usually lack funding resources to support the post-contract activities. Financial assistance from USAID through this grant may stimulate substantially their contributions in a cost effective way for their continued relationships.

A continuing linkages program requires a minimal participation by USAID in terms of management. A linkages proposal should be developed and managed jointly by the host country and U.S. entities with USAID approval. The program is required to be conducted cooperatively by both entities.

USAID funds for the continuing linkages programs are provided through grants or cooperative agreements. An important requirement of this program is to seek a minimum one-to-one matching by a U.S. institution and more than one quarter-to-one matching by host country institutions. The USAID grant agreement should provide for travel, per diem, shipping, materials, supplies, publications, communications and other agreed-upon items. However, the agreement should not cover equipment, staff salaries, administrative costs, secretarial wages or indirect costs, which are to be matching components.

IV. PROPOSED ACTIVITIES

With a minimal financial assistance under this grant from USAID, OPROVIA could maintain relationships with UM established during FSM-II and formulate storage and marketing strategies based on the results and findings obtained from the FSM-II research activities.

For their continuing efforts in post-harvest technology, OPHOVIA and UM established objectives as follows:

- (1) to formulate strategies to disseminate results obtained from the FSM-II research activities;
- (2) to provide modest resources and technical assistance to effectively bridge the transition period from the initial USAID-funded project to the next phase;

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- (3) to prepare fundable technical proposals for submission to the GOR and potential external donors;
- (4) to sustain the existing relationships between the University of Minnesota faculty and Rwandan counterparts in the development of post-harvest technology for Rwanda; and,
- (5) to develop a structure and mechanism for the coordination and management of the next phase.

In order to achieve the above objectives, the following activities will be undertaken jointly by UM and OPROVIA:

- (1) Application and extension of the FSM-II research results: Dr. Vance Morey and Dr. Harold Cloud of UM will consult with OPROVIA for one month each to help OPROVIA design and implement strategies in regards to field adaptation of the research results. Dr. Morey's consultative visit will take place within the first year, and Dr. Cloud will visit Rwanda within the second year.
- (2) Organization and conduct of a workshop/conference on the results of the FSM-II research: The workshop/conference will take place at the end of March 1989 inviting officials from the GOR, international organizations, PVOs and the diplomatic corps. Results and findings of all FSM-II research activities will be presented at the conference. Mr. Steven Clarke of UM will assist OPROVIA in the organization.
- (3) Formulation of strategy assistance to local food processing industries: UM will provide Dr. Luther Waters for one month during the first year for this purpose. He will assist OPROVIA's staff in formulating a strategy for providing assistance to local food processors.
- (4) Development and institutionalization of the framework and administrative mechanisms for a long-term collaborative relationship between OPROVIA and UM. These activities will occur throughout the grant period.

As a result of the continuing technical assistance of UM to OPROVIA described above, the following outputs will be achieved:

- (1) Increased capability of OPROVIA to undertake research and disseminate results through extension activities;
- (2) Increased support to local food producers and food-processing industries; and,
- (3) Greater awareness of the potential role of OPROVIA as a support institution for the private sector in Rwanda.

V. Budget Plan

The proposed budget for the continuing linkages activities is estimated at \$100,387. OPROVIA and UM are requesting a \$30,000 grant from USAID to assist their activities. To more than satisfy the matching requirement, UM will contribute \$50,387 and OPROVIA, \$20,000.

All of FSM-II activities have been completed and the project has the total unearmarked balance of \$30,658. This amount will be decommitted from the project to finance the grant activities.

The USAID's grant will cover supplies, communications, travel, transportation and per diem. A proposed financial plan for the grant is summarized below:

- UM/OPROVIA communications	\$ 1,008
- UM supplies	275
- Conference expenses and supplies	6,000
- Airfare	10,500
- Per diem	11,667
- Local transportation	550
<hr/>	
TOTAL	\$ 30,000

VI. Summary of Required Actions

(1) Submission of PIO/T to REDSO/ESA

A PIO/T containing a grant program description, definitive reporting requirements, any special provisions and competition waiver will be submitted to REDSO/EA upon approval of this PP Supplement.

(2) Preparation of Grant Document by REDSO/ESA

Upon approval of this PP Supplement, a grant document will be prepared by REDSO/ESA. The document will consist of a grant letter and its attachment prescribing the terms and conditions of the grant.

(3) Preparation of Project Grant Agreement Amendment

To amend the Project Description and extend the PACD, a Project Grant Agreement Amendment needs to be prepared.

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Annex 1 - Post-Contract Linkages Grant Proposal

International Agricultural Programs

UNIVERSITY OF MINNESOTA
TWENTIES

College of Agriculture
293-299 Coffey Hall
1420 Eckles Avenue
St. Paul, Minnesota 55108
(612) 624-3221
Telex 5106013001

September 17, 1988

Mr. James A. Graham, Director
USAID/Rwanda
BP 28
Kigali, RWANDA

Dear Director Graham:

Enclosed is a copy of a proposal for funding a post-contract linkage relationship between OPROVIA and the University of Minnesota (UM). The first three pages of the proposal briefly summarize the Rwanda Crop Storage Research Project (LCS/FSM II, 696-0116) and sketch out what OPROVIA and UM would like to do as a "Phase II" or follow-on to the LCS project. Pages four through seven state the objectives, activities, output, and other details of this proposal. A five-page detailed budget is attached to the document.

The proposal directly follows the guidelines provided in the cable, State 257345, from SECSTATE WASH DC to AID worldwide, and meets the conditions required by that cable. You will note on the last page of the budget that both OPROVIA and UM exceed their required matching with non-AID resources of 25% and 100%, respectively, as specified in paragraph 5D of State 257345.

We therefore request that USAID/Rwanda fund this proposal. We prefer that the assistance instrument for funding be either a grant or a cooperative agreement, as suggested in paragraph 6 of the cable, for several reasons. First, the physical facilities, programs, and management structures developed as part of LCS/FSM II are in place, functioning, and OPROVIA is fully capable of co-managing the activities proposed with the UM. Second, UM has demonstrated, through LCS/FSM II, the ability to co-manage, with OPROVIA, these types of activities and deliver a high quality output. Third, the UM will have a representative in Rwanda (assigned to UNR) throughout the life of these proposed activities who can provide management assistance and communication with me when needed.

DATE	REC'D
9/20/88	2/6
ISSUE	DATE
9/22/88	1/28
ACTION TO	
Y. Tachibana	
REP	INFO
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Action taken

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I look forward to your response. If you have further questions, would you please refer them to Mr. KAYINAMORA, Phochus, of OPRIVIA, who, along with Steve Clarke of my staff, has been instrumental in developing this proposal in the past six months.

Best Personal Regards.

Sincerely,



Delane E. Welsch
Assistant Dean and Director
International Agricultural Programs

cc: Dr. BUTARE, Innocent, OPROVIA
Mr. KAYINAMORA, Phocus, OPROVIA
Mr. Steve Clarke, UM
Dr. Curtis Jackson, S&T/RUR ↙

POST-CONTRACT LINKAGE GRANT PROPOSAL
BETWEEN THE UNIVERSITY OF MINNESOTA AND RWANDA
IN SUPPORT OF POST-HARVEST TECHNOLOGY DEVELOPMENT

The Rwandan Crop Storage Research Project (LCS/FSM II in USAID parlance but called the GRENARWA II-Research Project in Rwanda) is a 4-year Project which began in 1984 and has been financed jointly by the Rwandan and American Governments (USAID). The Project is based at and coordinated by OPROVIA, the national food marketing agency of Rwanda. The University of Minnesota has provided technical assistance and scientific support under contract to USAID. Support for an improved system for the storage and marketing of grains and pulses has been a major thrust over the past decade of the total USAID presence in Rwanda.

The major problem to be addressed by this research was the loss in both quantity and quality of beans and sorghum during storage. The principal objectives of the research were to:

- (1) determine the extent of losses of beans and sorghum during storage at different levels in the post-harvest system, and the causes of these losses.
- (2) develop and test appropriate technologies in order to reduce these losses, especially for storage periods exceeding six to eight months.

The research program was divided into six separate but interdependent components as outlined below:

- (1) Grain Storage Survey whose objectives have been to inventory current methods and conditions of storage of beans and sorghum at three major levels (farmer, cooperatives, and OPROVIA) and to estimate the magnitude and causes of losses incurred.
 - (2) Bean Variety Survey whose objectives were to inventory the bean mixtures and varieties grown in Rwanda (including preparation of a catalogue and reference collection) and to determine varietal preferences of producer/consumers.
 - (3) Bean Cookability and Sensory Quality Studies whose objectives were been to determine the effect of different storage conditions (e.g.: moisture content, temperature, relative humidity, time) on cookability of beans as well as sensory preferences of consumers, and to study the possibilities of alternative conservation methods to avoid or minimize the problem of bean hardness.
 - (4) Insect Resistance Study whose objective was to test the resistance to stored-grain insects of the principal bean varieties grown in Rwanda.
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- (5) Alternative Storage Method Evaluation whose objective was to develop and test potential improvements in storage structures and management techniques in order to reduce losses occurring during storage.
- (6) Development of Grain Quality Standards whose objective was to develop a system of quality standards and testing procedures for beans and sorghum in order to facilitate marketing and improve the storability of these crops.

A seventh Project component aims to insure the extension and practical utilization of results obtained from the research components. All components have been designed and conducted in a collaborative manner by University of Minnesota scientists and their Rwandan colleagues.

In addition, the Project has a certain number of more general, long-term objectives, including:

- (1) The creation of a complete laboratory at OPROVIA for testing, analysis and quality control, both physical and sensory, of stored grain and other foodstuffs.
- (2) The development of a Center of Post-harvest Technology at OPROVIA to insure the continuity of research and application of results obtained after the completion of the Project.

FUTURE POST-HARVEST ACTIVITIES (PHASE II) -

The current GRENARWA II-Research Project is now scheduled to end in December, 1988. The Rwandan Government, USAID, and the University of Minnesota have been working together over the past year to design an appropriate framework for organizing future post-harvest activities in Rwanda. The first phase described above was primarily devoted to applied research. The second phase will consist of three major orientations:

(1) Service

It is intended that these services be fee-based for producers, co-ops, merchants, and other clients in order to generate revenues to support this activity and parts of the others.

- °° quality analysis and monitoring of food products
- °° technical advice on storage matters (e.g., engineering, entomology, mycology, etc.)

(2) Extension

- °° training programs for managers of large storage units such as producer cooperatives, grain merchants, and national warehouses (FICAH, a private American food industry association, is currently funding these efforts for co-ops)

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- technical advisory visits to storage centers, food processing plants, and development projects to diagnose storage problems and recommend solutions
- dissemination of information on post-harvest technology (fact sheets, journal articles, posters, radio broadcasts, workshops/conferences)

(3) Research

This component will comprise a coherent program of applied research based on results obtained during the first phase. Key areas of further research needed in Rwanda include:

- grain drying, cleaning and handling methods for large-scale storage centers
- preservation of processed food products, especially flours, and development of new foods from locally grown crops (part of a larger food technology proposal in preparation)
- expanded survey of storage methods and losses at the farm level
- prevalence of fungi and mycotoxins in stored grain (proposal submitted to FAO)
- problem of insect resistance to the insecticides currently used in Rwanda, and development of appropriate alternatives (grant recently approved by USAID/HBCU)
- effectiveness of local plant products for control of storage insects (3-year grant already approved by USAID/Science Advisory Council)
- possibilities offered by underground storage and other hermetic storage methods for controlling insects and maintaining acceptable grain quality, especially bean color and cookability (pre-proposals recently submitted to ADRA/Rwanda and UNDP)
- development of quality standards for food crops to facilitate marketing and to support the growing food processing industry

As indicated above, several activities have already been funded. For others, potential donors have been identified and proposals are in preparation. Because the initial Project should serve as the nucleus for the creation in Rwanda of a permanent structure, a national source of expertise in post-harvest technology, salaries of Rwandan staff as well as many of the other recurrent costs will undoubtedly have to be borne in the future by the GOR.

Nevertheless, some external funding will be necessary if the full scope of activities envisioned is to be realized. In addition, continuing collaboration with various foreign institutions is important for scientific review of programs, short-term consultative visits, and technical training.

The university of Minnesota is ideally suited for this collaboration because of its participation in the initial project, the resulting knowledge of Rwandan agricultural problem, the expertise of its faculty in the area of post-harvest technology, and the expressed interest of a number of faculty to continue their involvement with Rwanda.

POST-CONTRACT LINKAGE GRANT

To facilitate these efforts in post-harvest technology, it is proposed that the funds remaining in the FSM-II Project (696-0116) be used in a matching grant over a two-year period for the purpose of encouraging and supporting post-contract linkages between the University of Minnesota and OPROVIA.

Objectives

- (1) assist with the formulation of strategies to apply and disseminate results obtained from the initial Project.
- (2) provide modest resources and technical assistance to effectively bridge the transition period from the initial USAID-funded project to the next phase when there is expected to be increased GOR funding and funding from multiple external donors.
- (3) help prepare and finalize fundable technical proposals for submission to the GOR and potential external donors.
- (4) maintain involvement of University of Minnesota faculty in the development of post-harvest technology for Rwanda, and sustain the existing relationships between Rwandan and Minnesota scientists.
- (5) develop a structure and mechanism for the coordination and management of the next phase, now emerging as a multi-faceted array of activities with diverse funding sources and international collaborative linkages in which the University of Minnesota is expected to play a key role.

Activities

To achieve these objectives, four activities have been jointly planned by Rwandan staff of the GRENARWA II-Research (GII-R) Project together with OIAP staff and College of Agriculture faculty at the University of Minnesota. In brief, these activities are as follows:

- (1) Short-term consultative visits to Rwanda by two university of Minnesota Department of Agricultural Engineering faculty, Dr. Vance Morey and Dr. Harold Cloud, both of whom were involved in the design and supervision of research during the initial phase. The principle purpose of their visits would be to assist their Rwandan colleagues in applying the results of research conducted in the Alternative Storage Methods component. They would thus develop a series of concrete proposals, and practical steps for implementing the knowledge gained thus far in improved structures and

methods of storing grain. They would also contribute to further development of a system of grain quality standards.

- (2) Organization and conduct of a several day workshop/conference on the results of the GRENARWA II-Research Project. This would also serve as a national forum for discussion of the current status of post-harvest technology in Rwanda. A series of smaller meetings, seminars, and field visits would be held in conjunction with the larger conference. The aim of these activities would be to communicate with the major "publics" or clientele groups involved in or affected by grain storage problems. These include ministry officials (MINAGRI, MINISJPRES, and MIJEU COOP among others), prefecture-level extension agents, UNR College of Agriculture faculty, ISAR scientists, OPROVIA technical staff and warehouse managers, directors and managers of grain cooperatives, representatives from development projects, and personnel from food processing plants.

Results and recommendations from the Project's eight major detailed technical reports would be distilled and synthesized into summary papers and fact sheets, with technical terms and language (French or Kinyarwanda) adjusted according to the target audience. Funding has therefore been planned within this grant for writing and publication costs of these materials. The GOR would also like to reprint and distribute additional copies of the full reports to ensure as wide a distribution within Rwanda as possible. It is their intent to sell these copies, but limited funding will be necessary to offset some of these costs and are included in the budget.

Although only one staff person (Clarke) will be directly funded under the grant, it is hoped that additional University of Minnesota faculty will be able to attend in conjunction with their visits to Rwanda for other purposes and through other funding. The entire effort should serve to focus attention on the post-harvest aspects of agricultural production and the capacity of the project and its staff to provide specialized expertise and services to the country.

- (3) Short-term (one month) consultative visit to Rwanda by a University of Minnesota faculty member to advise Project staff and local food processing industries on post-harvest handling, processing, and marketing of the perishable commodities such as fruits and vegetables. This visit would be closely tied to the larger food technology proposal being drafted at present. The University of Minnesota faculty member tentatively designated for this assignment is Dr. Luther Waters post-harvest specialist in the Horticulture Department and currently Director of the Alternative Crops and Products Center. Dr. Waters has considerable experience working within the food industry, advising producer groups, and consulting internationally. The major constraints facing Rwandan food processors which Dr. Waters would address are the "supply" problems including the size, regularity, timing and quality of the raw product delivered to plants. Dr. Waters would also help Project staff in formulating a strategy for providing assistance to local food processors.

- (4) Coordination of the activities planned under this agreement and the accompanying grant. Only minimal funding is requested of USAID to support this particular activity; OPROVIA and the University of Minnesota will secure funds internally. However, this activity is an important aspect of not only the post-contract linkage period but has implications that will continue well beyond. It is during this time that the managing entities within the GOR (currently OPROVIA) and the University of Minnesota (OIAP) will further develop and institutionalize the framework and administrative mechanisms for a long-term collaborative relationship. In the near term, this would entail determining the two institutions' respective roles in coordinating the multi-faceted array of activities which are beginning to emerge and take form as Phase II of the Project. Efforts will also be devoted to developing the organizational structure for these post-harvest activities. This will require considerable deliberations on the part of management at both locations.

Measurable Outputs

- (1) Successful, well-attended national conference focused on post-harvest problems and technology and ensuring wide diffusion of results from the initial Project.
- (2) Report prepared by UM faculty with concrete recommendations for the application of results obtained in alternative storage research.
- (3) Report prepared by UM faculty on strategies for improving post-harvest handling and processing of perishable commodities in Rwanda.
- (4) Proposed plan for coordinating future post-harvest activities involving Rwandan institutions and U.S. universities.
- (5) Proposed plans for the organizational structure of post-Project activities.
- (6) Preparation of several technical proposals in post-harvest area, and collaborative efforts to identify and seek additional funding for these proposals and future activities.

Time Period

It is proposed to extend this post-contract linkage period for two years, starting prior to the original Project's completion date (now December 31, 1988). The period suggested is December 1, 1988 to November 31, 1990. Most of the activities planned are expected to be completed within the first year. However, to allow for unavoidable postponements of delays as well as for the addition of other activities which may be planned in the future but financed outside the grant, it was decided by the various parties concerned to prepare an agreement lasting two years.

Budget

A general budget is presented in the attached table. It shows the inputs required for each of the four activities described above and the respective contributions of each of the three parties involved, namely USAID, GOR (OPROVIA), and the University of Minnesota. Much of the University of Minnesota's and OPROVIA's contributions will be in-kind goods and services.

The total budget is estimated at nearly \$100,000. The amount requested for funding from USAID is \$30,000 or roughly one-third of the total. The University of Minnesota's contribution amounts to \$50,387 which represents close to a 1.5 to 1.0 match with USAID. The total GOR/OPROVIA contribution is valued at \$20,000, which constitutes more than a 50% match.

BUDGET PLAN

USAID Post Contract Linkage Grant
Rwanda Post Harvest Technology Development
OPROVIA and the University of Minnesota

ACTIVITY	OPROVIA	UM	USAID	TOTAL
(1) Short-term Consultative visit by Two UM Faculty (Morey & Cloud)				
1. SALARIES & WAGES				
UM Salaries - 2.5 pm (Morey & Cloud)		13,307		13,307
OPR Salaries				
Professional - 4.0 pm	2,000			2,000
Admin/Support Services	1,000			1,000
2. FRINGE BENEFITS				
UM Costs à 29.0%				3,859
3. OTHER DIRECT COST				
UM Supplies				100
UM Communications				100
OPR Communications				100
4. TRAVEL & TRANSPORTATION				
Airfare (US RW-US)				6,000
Per Diem				6,098
Local Transport Rwanda	2,000			2,200
5. OVERHEAD				
UM Costs à 33.4%		5,734		5,734
USAID Costs à 33.4%		4,850		4,850
SUBTOTAL	5,000	27,750	12,598	45,348

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ACTIVITY	OPROVIA	IM	USAID	TOTAL
(2) Conference/Workshop in Rwanda (Visit by Clarke)				
1. SALARIES & WAGES				
UM Salaries .7 pm (Clarke)		1,550		1,550
OPR Salaries				
Professional 2.0 pm	1,000			1,000
Admin/Support Services	1,000			1,000
2. FRINGE BENEFITS				
UM Costs à 29.0%				450
3. OTHER DIRECT COST				
UM Supplies			100 ✓	100
OPR Communications			100 ✓	100
Conference Supplies and Expenses	2,000		6,000 ✓	8,000
4. TRAVEL & TRANSPORTATION				
Airfare (US-RW-US)			3,000 ✓	3,000
Per Diem			2,520 ✓	2,520
Local Transport (Rwanda)	1,000		150 ✓	1,150
5. OVERHEAD				
UM Costs à 33.4%		668		668
USAID Costs à 33.4%		4,182		4,182
SUBTOTAL	5,000	6,850	11,870	23,720

ACTIVITY	OPROVIA	IM	USAID	TOTAL
(3) Short-term Consultative Visit by One IM Faculty (Waters)				
1. SALARIES & WAGES				
UM Salaries 1.0 pm (Waters)		4,587		4,587
OPR Salaries				
Professional 2.0 pm	1,000			1,000
Admin/Support Services	1,000			1,000
2. FRIDGE BENEFITS				
UM Costs à 29.0%		1,330		1,330
3. OTHER DIRECT COST				
UM Communications			75 ✓	75
OPR Communications			100 ✓	100
UM Supplies			75 ✓	75
4. TRAVEL & TRANSPORTATION				
Airfare (Paris-RW)			1,500 ✓	1,500
Per Diem			3,049 ✓	3,049
Local Transport (Rwanda)	2,000		200 ✓	2,200
5. OVERHEAD				
UM Costs à 33.4%		1,976		1,976
USAID Costs à 33.4%		2,224		2,224
SUBTOTAL				
	4,000	10,117	4,999	19,116

ACTIVITY	OPROVIA	UM	USAID	TOTAL
(4) Coordination and Management				
1. SALARIES & WAGES				
UM Salaries		3,100		3,100
OPR Salaries				
Professional - 2.0 pm	3,000			3,000
Admin/Support Services	3,000			3,000
2. FRIDGE BENEFITS				
UM Costs à 29.0%		900		900
3. OTHER DIRECT COST				
UM Communications			267 ✓	267
OPR Communications			266 ✓	266
4. OVERHEAD				
UM Costs à 33.4%		1,336		1,336
USAID Costs à 33.4%		334		334
SUBTOTAL				
	6,000	5,670	533	12,203
GRAND TOTAL				
	20,000	50,387	30,000	100,387

UM overhead calculated at officially established rate of 33.4% on all USAID-funded expenses.

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STATE 257345/71

ACTION: AID INFO: AMB ECM

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ARR RUEBIB RUEELGP
RIS RUEBIC 47345/01 222051P
ZNR UUUUU ZZH
R 090513Z AUG 88 2HX
FM SECSTATE WASHDC
TO AID WORLDWIDE
BT

LOC: 63 199
09 AUG 88 0542
CN: 14150
CHRG: AID
DIST: AID

UNCLAS SECTION 21 OF 03 STATE 257345

AIDAC, FOR A.I.D. MISSION HEADS FROM ADMINISTRATOR

I.O. 12355: N/A

SUBJECT: CONTINUING LINKAGES BETWEEN U.S. AND DEVELOPING COUNTRY INSTITUTIONS

8/09/88

REF: STATE 297272

8/16/88

1. THE REFERENCED CABLE DESCRIBED A PROGRAM FOR CONTINUING LINKAGES AND REQUESTED MISSION COMMENT. I GREATLY APPRECIATE THE THOUGHTFUL COMMENTS FROM THE THIRTY-THREE MISSIONS THAT RESPONDED. ALL RESPONSES WERE FAVORABLE. BASED ON YOUR COMMENTS AND ON FURTHER REVIEW BY A.I.D./W, SEVERAL CLARIFICATIONS HAVE BEEN MADE. I ENDORSE THIS CONCEPT OF CONTINUING LINKAGES AND ENCOURAGE MISSIONS TO EMPLOY IT. THIS CABLE SUPERSEDES STATE 297272.

YTDoloow

2. POLICY CONSIDERATIONS:

A. ON COMPLETION OF A CONTRACT INVOLVING A U.S. UNIVERSITY AND AN OVERSEAS INSTITUTION, THERE IS NORMALLY A LARGE RESERVOIR OF PERSONAL AND INSTITUTIONAL RELATIONSHIPS AND MUTUAL TRUST AMONG THE INSTITUTIONS THAT HAVE BEEN INVOLVED IN THE WORK. IT IS TO THE ADVANTAGE OF BOTH THE DEVELOPING COUNTRY AND THE U.S. TO SUSTAIN THESE

RELATIONSHIPS BETWEEN THE TWO INSTITUTIONS AFTER THE PRIMARY CONTRACT HAS BEEN COMPLETED. SUCH RELATIONSHIPS MAY BE STRENGTHENED AND REINFORCED BY CONTINUING INVOLVEMENT OF THE U.S. UNIVERSITY OR OTHER INSTITUTIONS THROUGH ACTIVITIES SPONSORED BY THE MISSION. CONTINUING ACTIVITIES BETWEEN U.S. UNIVERSITIES AND HOST INSTITUTIONS THAT SHARE THE GOAL OF DEVELOPING HIGHER EDUCATIONAL RESOURCES ARE PARTICULARLY IMPORTANT. OTHER ACTIVITIES MAY BENEFIT FROM AN EXTENDED RELATIONSHIP ALSO. SUSTAINING THESE INSTITUTIONAL RELATIONSHIPS CAN CONTRIBUTE IMPORTANTLY TO OUR DEVELOPMENTAL AND FOREIGN POLICY OBJECTIVES.

✓

F. NEITHER THE U.S. NOR DEVELOPING COUNTRY INSTITUTIONS USUALLY CAN PROVIDE OR LEGITIMATELY USE THEIR FINANCIAL RESOURCES TO FULLY FUND CONTINUING RELATIONSHIPS, BUT THEY DO HAVE INTEREST IN AND THE CAPABILITY TO PROVIDE

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BEING MAINTAINED FOR THIS ACTIVITY. LINKAGES SHOULD BE VIEWED IN A COUNTRY STRATEGY AND POLICY CONTEXT. THEY COULD BE SUPPORTED BY MISSIONS OR FROM REGIONAL FUNDS. VERY MODEST A.I.D. FUNDING MAY STIMULATE SUBSTANTIAL CONTRIBUTIONS FROM U.S. AND DEVELOPING COUNTRY INSTITUTIONS IN A HIGHLY COST EFFECTIVE WAY. MISSIONS ARE ENCOURAGED TO HELP SUPPORT CONTINUING LINKAGE ACTIVITIES.

A.I.D.'S POLICY CONCERNING ADVANCED DEVELOPING COUNTRIES IS UNDER ACTIVE REVIEW. LINKAGE ACTIVITIES CAN BE INCORPORATED IN THESE PROGRAMS OR BE CONSIDERED INDEPENDENTLY.

3. IMPLEMENTATION:

THIS PROGRAM IS INTENDED TO PROVIDE SOME DEGREE OF RELATIONSHIP AND CONTINUITY BETWEEN THE INSTITUTION WHICH HAS PERFORMED THE CONTRACT AND THE HOST COUNTRY ENTITY WHICH HAS BEEN INVOLVED, BY ENCOURAGING A MODEST LEVEL OF TECHNICAL, INSTITUTIONAL, PROFESSIONAL OR STUDENT-DEVELOPMENT SUPPORT AND INTERACTION FOLLOWING CONTRACT COMPLETION. LINKAGE PROPOSALS AND SCOPE OF ACTIVITIES SHOULD BE DEVELOPED AND MANAGED JOINTLY BY THE HOST COUNTRY AND CONTRACT ENTITIES, WITH MISSION APPROVAL AND INVOLVEMENT AS REQUIRED. CONTINUING LINKAGE AGREEMENTS ARE EXPECTED TO HAVE CLEARLY DEFINED GOALS, OBJECTIVES, AND PROCEDURES, AND YIELD IDENTIFIABLE OUTPUTS OF HIGH QUALITY AND VALUE WHICH WILL ENHANCE THE EFFECTIVENESS OF THE CONCLUDED CONTRACT. THIS PROGRAM IS NOT FOR THE ROUTINE FOLLOW-ON OR EXTENSION OF A CONTRACT, OR TO PROVIDE FOR THE COMPLETION OF AN EXISTING CONTRACT OR

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GRANT. REGULAR PROJECT AMENDMENT AUTHORITIES ARE AVAILABLE AND SHOULD BE USED FOR THESE PURPOSES.

Approved

2/10/88

2/20/88

4. THE DESIRE OF THE MISSION TO FOSTER AND PARTICIPATE IN SUCH LINKAGES CLEARLY WILL BE BASED ON MISSION KNOWLEDGE OF AN INSTITUTION'S PERFORMANCE UNDER A CONTRACT, THE WISHES AND CAPABILITIES OF THE HOST COUNTRY INSTITUTIONS, AND CONSISTENCY WITH MISSION POLICY RELATED TO THE COUNTRY. MISSIONS OR REGIONAL PROGRAMS WOULD PROVIDE FUNDING FOR ANY CONTINUING LINKAGES. FUNDS NEED NOT BE DERIVED FROM THE SAME PROJECT AS FUNDED THE PRIOR CONTRACT. MISSIONS SHOULD NOTE THAT LINKAGE PROJECTS, WHICH WILL INVOLVE NEW OR ADDITIONAL FUNDS BEYOND THOSE PROGRAMMED, REQUIRE CITATION IN ACTION PLANS, CONGRESSIONAL NOTIFICATION AND NEW OR AMENDED PROJECT AUTHORIZATION AS APPROPRIATE.

5. GUIDELINES FOR AGREEMENTS FOR CONTINUING LINKAGES ARE:

A. THIS PROGRAM EMPHASIZES TITLE XII UNIVERSITIES.

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HOWEVER, IT IS NOT LIMITED TO THESE INSTITUTIONS AS THE GRANT AUTHORITIES ARE AVAILABLE FOR OTHER INSTITUTIONAL RELATIONSHIPS. IN DEVELOPING A LINKAGE PROGRAM, MISSIONS SHOULD CONSIDER (1) THE SUCCESSFUL COMPLETION OF CONTRACT WORK, (2) THE PROSPECTIVE VALUE OF THE FOLLOW-ON LINKAGE, AND (3) THE INSTITUTIONAL BACKUP RESOURCES OF THE FORMER CONTRACTOR AS PRINCIPAL BASES FOR ELIGIBILITY. THE PROGRAM IS OPEN TO ALL COUNTRIES ELIGIBLE TO RECEIVE ECONOMIC ASSISTANCE;

E. AS THE FOCUS OF THIS ACTIVITY IS "LINKAGE", FUNDING REQUIREMENTS SHOULD BE MODEST. FOR A "LINKAGE" WE WOULD NOT EXPECT ANNUAL FUNDING TO EXCEED DOLS 100,000;

C. LINKAGE PROGRAMS SHOULD BE CONDUCTED COOPERATIVELY BY THE UNIVERSITY OR INSTITUTION AND THE HOST COUNTRY ENTITY;

D. INDIRECT COSTS SHOULD NOT BE PAID FROM USAID FUNDS. MATCHING IS AN IMPORTANT CONSIDERATION IN THIS PROGRAM. A MINIMUM ONE-TO-ONE MATCH BY U.S. INSTITUTION WITH NON-A.I.D. RESOURCES, AND AT LEAST ONE-QUARTER-TO-ONE MATCHING BY HOST COUNTRY INSTITUTION SHOULD BE SOUGHT. INDIRECT COSTS WOULD BE AN ELIGIBLE MATCHING CONTRIBUTION BY THE INSTITUTIONS;

E. AGREEMENT COULD PROVIDE FOR TRAVEL, SUBSISTENCE, FEES, SHIPPING, MATERIALS, SUPPLIES, PUBLICATIONS, COMMUNICATIONS AND OTHER AGREED-UPON ITEMS. USAID LINKAGE FUNDS SHOULD NOT BE USED FOR EQUIPMENT, STAFF SALARIES, ADMINISTRATIVE COSTS, SECRETARIAL WAGES, LIBRARY ACQUISITIONS FOR FORMER CONTRACTOR, OR INDIRECT COSTS. THESE COSTS, AS DOCUMENTED, WILL BE ALLOWED AS MATCHING COMPONENTS;

F. LINKAGES WOULD BE EXPECTED TO BE FOR 3-5 YEARS BUT SUBJECT TO RENEWAL BASED ON A SATISFACTORY EVALUATION. RENEWAL LINKAGES SHOULD PROVIDE FOR A NEW COST-SHARING FORMULA BY WHICH THE LINKAGE WOULD BE SELF-SUSTAINING BY THE END OF ITS SECOND TERM.

6. FUNDING:

THE CONCEPT OF LINKAGE IS A.I.D. SUPPORT TO A CONTINUING RELATIONSHIP WHICH THE CONCERNED INSTITUTIONS HAVE DECIDED IS IN THEIR OWN INTEREST TO PROVIDE. THEREFORE, FUNDS FOR CONTINUING LINKAGES ARE MOST LIKELY TO BE PROVIDED THROUGH ASSISTANCE INSTRUMENTS SUCH AS GRANTS AND COOPERATIVE AGREEMENTS. IF, HOWEVER, THE NATURE OF THE RELATIONSHIP PLANNED AND THE DEGREE OF MANAGEMENT NEEDED TO ASSURE EFFECTIVE IMPLEMENTATION REQUIRE THE CONTRACT MODE, TWO CASES CAN BE CONSIDERED:

A. NEW CONTRACTS COULD SPECIFY IN THE ORIGINAL RFP THE OPTION FOR LINKAGE ACTIVITIES AFTER THE MAJOR WORK OF THE CONTRACT HAS BEEN COMPLETED, CONTINGENT UPON SATISFACTORY PERFORMANCE OF THE CONTRACTOR AND ON THE NEED, TO

E. CONTINUING CONTRACTS COULD BE AMENDED TO PROVIDE FOR LINKAGE ACTIVITIES AS A CONTRACT EXTENSION OR FOLLOW-ON PHASE.

7. PROJECT ASSISTANCE COMPLETION DATE (PACD):

IF THE PROJECT WHICH FUNDED THE ORIGINAL CONTRACT IS TO FUND THE CONTINUING LINKAGE, THEN THE CONTINUING LINKAGE RELATIONSHIP MUST BE COMPLETED BY THE PACD, OR THE PACD WILL NEED TO BE EXTENDED. IF OTHER FUNDS ARE USED FOR THE CONTINUING LINKAGE, THEN THE PACD OR THE ORIGINAL CONTRACT WOULD NOT NEED TO BE EXTENDED.

8. COMPETITION:

IT IS ANTICIPATED THAT THE NATURE OF THE CONTINUING LINKAGE PROGRAM IS SUCH THAT IT WILL BE MOST OFTEN APPROPRIATELY CARRIED OUT UNDER A GRANT OR COOPERATIVE-AGREEMENT ARRANGEMENT WITH MINIMAL DIRECT MISSION INVOLVEMENT. IN THIS CASE A COMPETITION WAIVER WOULD NEED TO BE APPROVED IN ACCORDANCE WITH PARAGRAPH 22. (FORMERLY WHERE THE MISSION CLEARLY WANTS TO BUY AND MANAGE ADDITIONAL SERVICES FROM THE U.S. INSTITUTION, A CONTRACT IS THE APPROPRIATE VEHICLE (SEE PARAGRAPH 25E OF HANDBOOK 13 FOR A DISCUSSION ON ASSISTANCE RELATIONSHIPS VS. ACQUISITION RELATIONSHIPS).

IN SUCH A CASE, THE TITLE XII SELECTION PROCEDURES IN AIDAR 715.613 MAY BE USED, OR, IF THEY ARE INAPPROPRIATE, A JUSTIFICATION AND APPROVAL FOR OTHER THAN FULL AND OPEN COMPETITION (SEE FAR 6.303) WILL NEED TO BE APPROVED AT THE APPROPRIATE LEVEL (SEE FAR 6.304). POSSIBLE JUSTIFICATIONS MIGHT BE "ONLY ONE RESPONSIBLE SOURCE" (FAR 6.302-1), "MISSION-ISSUED CONTRACTS LESS THAN DOLS 100,000" (AIDAR 706.302-70(B)(3)). (SEE ALSO CONTRACT INFORMATION BULLETINS (CIB) 86-11 AND 87-6 REGARDING THE

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