

MEMO

To: Stephen J. Spielman
AID Affairs Officer
USAID/Lagos

From: USAID Nigeria Implementing Partners

Subject: Joint Services Management Action Plan

Date: June 25, 1996

In accordance with our discussions and meetings over the past few days, we have prepared a Joint Services Management Action Plan (JSMAP) which has been signed and agreed to by the five Nigeria Implementing Partners, FHI/AIDSCAP, BASICS, CDC, CEDPA and JHU/PCS. This plan was developed through a joint collaborative effort by the five implementing partners. We look forward to implementing the plan and carrying forward the process, which we believe will be mutually beneficial and productive for our programs in Nigeria.

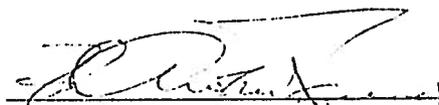
Please review the attached plan and sign below to indicate your concurrence of our plan of action to implement joint support services for our programs in Nigeria effective immediately

CONCURRED:



Stephen J. Spielman
AAO/USAID - Nigeria

Date June 25 1996



Felix Awantang
HPN/USAID - Nigeria

Date 6-25-96

JOINT SERVICES MANAGEMENT ACTION PLAN

I. Purpose and General Issues

- A. Purpose: The purpose of this Joint Services Management Action Plan, (hereinafter called "JSMAP") is to outline the joint responsibilities of the U.S. based organizations responsible to provide in-country logistics support to the USAID-Nigeria program.

The programs and operations of the US Implementing Partners shall be in accordance with the program and operational policies, strategies and guidance of USAID Nigeria.

- B. The Implementing Partners: The JSMAP describes in summary terms the proposed collaboration of five organizations funded under separate USAID sponsored contracts and/or cooperative agreements. The organizations will be hereinafter called the Implementing Partners (US IPs) and are as follows:

Family Health International - FHI/AIDSCAP

The Centers for Disease Control and Prevention - CDC

The Centre for Development and Population Activities - CEDPA

The Johns Hopkins University, Population Communication Services - JHU/PCS

Basic Support for Institutionalizing Child Survival - BASICS

- C. Period of Performance: This JSMAP is effective upon the last signature date of the parties herein and may be terminated by mutual agreement by any one or all of the parties herein at any time. If there is no mutual agreement between the parties herein to terminate before September 30, 1997, the JSMAP will automatically terminate on that date unless a mutual agreement is reached by all the parties to extend the JSMAP by written amendment.
- D. Commitment of Funds: This JSMAP in itself does not obligate or commit any funds to any of the parties named herein to award a contract or funding in any form. The JSMAP is merely to set forth and emphasize the coordinating activities of each and all of the parties herein, the work to be accomplished, the timetables to observe.
- E. Notices: USAID shall provide all US IPs with as much advance notice as possible should there be a substantive change to one of the US IPs scope of work which affects this JSMAP so others may plan accordingly.
- F. Other Implementing Partners: From time to time, USAID will authorize short term technical assistance from other US IPs outside of this JSMAP. On a case by case basis, USAID will request one of the five US IPs to assist the additional US IP with arrangements for in-country logistics support provided that sufficient notice is given and funds or reimbursement arrangements are available to the US IP.

II. Background Information

Multiple factors contribute to the well known fact that implementing activities within Nigeria is extremely difficult. To this end, USAID Nigeria had heretofore contracted with an outside firm to provide logistical support to the Cooperating Agencies that had on-going activities within Nigeria. Because of recent changes, this mechanism is no longer available and the remaining Implementing Partners are responsible to take on the logistical support.

III. Agreement Between Parties

A. Joint Services Management Board Lagos (JSMBL): The Resident Advisors (RA) of each of the five (5) US IPs will constitute a joint services management board and meet at least semi-monthly initially (minimum monthly after transition is completed) to review issues concerning management of joint logistics services. The agenda for the meetings will be provided to USAID at least 48 hours in advance where possible. USAID will notify the JSMBL if they intend to attend the meeting. Meeting minutes shall be maintained and distributed to the US IP's respective home office representatives and USAID.

B. Joint Services Management Board Home Offices (JSMBHIO): A JSMB home office group will be established, comprised of the personnel listed below. These individuals will be responsible for obtaining appropriate authorization from their organizations.

AIDSCAP -- Finance Officer
BASICS -- Nigeria Operations Officer
CDC -- Project Officer
CEDPA -- Deputy Director, Finance & Administration
JHU/PCS -- Field Office Manager

C. Disputes:

1. All issues concerning the US IPs programs covered under this JSMAP shall be first taken under consideration by the Joint Services Management Board Lagos (JSMBL). Resolution of these issues shall be determined by the consensus of Joint Services Management Board Lagos. At the discretion of the JSMBL, USAID may be requested to arbitrate unresolved issues. Any USAID proposed resolutions are non-binding on the JSMBHIO.
2. Any issues unresolved in Lagos shall be forwarded by the JSMBL in writing to the JSMBHIO and copied to USAID Nigeria. When an issue is presented to the JSMBHIO, a formal session shall be convened within five (5) working days. If one representative is not available, a substitute may represent the organization. The JSMBHIO members will determine the disposition of the issue and communicate the decision to the JSMBL.

D. Non-Expendable Equipment: Title to non-expendable equipment and vehicles already in Nigeria will remain in the name of USAID. Each US IP will be responsible for

procuring and insuring its own non-expendable equipment and will title future purchases according to its own prime agreement with USAID. For CDC, as determined by appropriate intra governmental regulations and agreements. The US IPs agree that inasmuch as it can be coordinated with each member's organizational needs, they will use common and compatible computer software.

- E. Expendable Supplies and Equipment: Each US IP will take responsibility for procuring their own expendable supplies and equipment. The US IPs agree, when feasible, on joint purchasing in order to ensure economies of scale and price consistency for purchases.
- F. Importation and Duty-Free Services: USAID will assist with obtaining duty-free importation privileges, when possible, and clearing of import items for the IPs.
- G. Adjustments: In the event that an imbalance arises between the US IPs due to unforeseen circumstances, the issue shall be addressed through the JSMBL.
- H. Joint Logistics Function: The US IPs have discussed and agreed that there are specific logistical tasks that can be identified for management sharing. The tasks have been agreed to with consideration given to in-country presence and the contractual obligations of each institution. Although the tasks are separated for the purpose of funding and/or management, the US IPs recognize the success of this JSMAF depends in great part on a close and continuing collaboration with all concerned. The task areas are:

Lagos Building and Office Management
Rent
Lagos Support Services
Lagos Fleet Management
Lagos Information Resource Center
Zonal/Field Offices

The Joint Logistics Functions to be managed by each US IP are identified below. It is understood that the US IP responsible shall administer and assume the operating costs for their assigned function. Payment of all costs associated with the US IP function shall be handled through its own financial systems.

1. Lagos Building and Office Management - BASICS

BASICS is responsible for property management and maintenance of the Lagos Building and all the offices. The office space shall be located in the Commissary Building of the US Embassy on Victoria Island. These activities include:

- a. directly provide all building and office janitorial services, security (through an agreement with USAID and/or the US Embassy), water supply (cost to be assumed by AIDSCAP), maintenance and repair of air conditioning equipment, elevator, generator for the building, painting and repairs (ex.-

ceiling grids, leaks, etc.) to premises including all common and outside areas:

- b. negotiate terms and conditions of office sublease with the US Embassy through USAID as required; and
- c. review and coordinate space needs for all US IPs, including indoor and outdoor commons areas.

BASICS will staff this function with local staff estimated to include: Administrative Officer, Building Maintenance Officer and Office Assistants (8). See Appendix A for details.

2. Rent - Centers for Disease Control and Prevention (CDC)

The US Embassy will negotiate and hold the lease of the commissary building. CDC will pay the rent for all the US IPs and USAID. USAID will be responsible for its portion of proportion of floor space estimated at 17%. Payment modalities may be agreed to by the parties in accordance with these principles.

3. Lagos Support Services - AIDSCAP

AIDSCAP will be responsible for the following support services for the Lagos office:

- a. maintenance of the PABX telephone system and switchboard services for local (Lagos) communications;
- b. assistance with telephone repairs and computer equipment maintenance;
- c. facilitating coordination of joint services through an Administrative Coordinator who will serve as a central point person for the US IP RAs, US IP Administrative Officers and USAID-Nigeria;
- d. payment of bills/maintenance of relationships with utility service providers (water, electricity, phones) for the building; and
- e. conference facilitation (conference space management and support).

AIDSCAP will staff this function with local staff estimated to include: Support Services Supervisor, Administrative Coordinator, Computer Maintenance Officers (1 or 2), Receptionists (2) and a telecommunications technician. See Appendix B for details.

4. Lagos Fleet Management - Centers for Disease Control and Prevention (CDC)

CDC will be responsible for the following fleet management services:

- a. vehicle registration and insurance, routine fueling of vehicles, vehicle maintenance and repair, operation of mechanic shed, stocking of spare auto parts;
- b. payroll of the drivers and mechanics, kitting of drivers and mechanics (uniforms, shoes, etc.), assignment of vehicles/drivers for trips, maintenance and analysis of vehicle log books, preparation of vehicle status and usage reports;
- c. expediting of local and international consultants, staff and TDYers; and
- d. operating the fleet in accordance with USAID rules and regulations.

CDC will staff this function with local staff estimated to include: Transport Officer, Drivers (10), Motor Mechanics (2), and Expeditors (2). See Appendix C for details.

5. Lagos Information Resource Center - JHU/PCS

JHU/PCS will establish a decentralized joint information resource center to support the informational and resource needs of all the US IPs including the resources of USAID-Nigeria. Services will include:

- a. resource center (publications, IEC materials, Internet, database systems, CDIE access, management), publications preparation and distribution, and research assistance;
- b. provision of internal communications support among the US IPs and USAID (internal mailboxes, bulletin board maintenance, etc.);
- c. public information documents for Nigeria, USAID/Washington, donors and others; and
- d. preparation of monthly reports similar to the current Program Coordination Unit (PCU) reports.

JHU/PCS will staff this function with local staff estimated to include a documentation specialist. See Appendix D for details.

6. Field Offices - CEDPA (Cluster 1, Enugu & Cluster 2, Kano), JHU/PCS (Cluster 3, Ibadan)

CEDPA and JHU/PCS will be responsible for the following tasks in association with the designated field offices:

- a. Lease and maintenance of office space, all related office services and equipment maintenance, local procurement;

- b. Field office fleet management, expediting and other travel logistics;
- c. Payroll administration for support personnel.

CEDPA and JIU/PCS will staff this function with local staff estimated to include:

Enugu: Field Office Manager (CEDPA Program Officer with joint services functions), Administrative Officer, Secretary/Administrative Assistant, Office Assistant, Drivers (2), Driver/Mechanic

Ibadan: Field Office Manager (JIU), Secretary/Administrative Assistant, Office Assistant, Driver, Driver/Mechanic

Kano: Field Office Manager (CEDPA), Administrative Officer, Secretary/Administrative Assistant, Office Assistant, Drivers (3), Driver/Mechanic

See Appendix E for details.

- I. Joint Services Staff: Joint Services Staff to support the joint services functions will be located in a common area, wherever appropriate. To help ensure equity in access to joint services by all US IPs, a clause will be inserted in the employment contract of all joint services staff, indicating that they serve the common interests of all US IPs and that they will be evaluated and disciplined against these parameters. All US IPs are expected to participate in the development of job descriptions and the selection process for all joint services staff.
- J. Joint Procedures Manual: Each US IP will prepare operating procedures related to their designated joint services function to be compiled in a Joint Procedures Manual which will also include a joint personnel policies and procedures section. These will be reviewed and approved by the JSMBL with concurrence by USAID. Amendments to the approved operating procedures should also be reviewed and approved by the JSMBL and concurred by USAID.
- K. USAID-Nigeria specifically reserves the following functions: personnel classification, approval of all new positions, review of all document for public dissemination, review of personnel actions for compliance with US government local compensation plan as necessary.
- L. To maintain resource allocation balance, USAID-Nigeria and the US IPs acknowledge USAID-Nigeria is providing substantive support to the US IPs including security liaison with the US Embassy, assistance in duty-free entry and clearance, systems operations and visa guidance and direction, communications back-up as required.

Each party hereto agrees to carry out the principles, ideologies, and their individual responsibilities that have been set forth in this JSMAP, insofar as is feasible.

Any notice given by any one of the parties shall be sufficient only if in writing and delivered to the parties as follows:

J. O. Ayodele, Resident Advisor and Carolyn Kruger, Nigeria Operations Officer, BASICS
 Eka-Esu Williams, Resident Advisor and Larry Origlio, Finance Officer, AIDSCAP
 Akpaka Kalu, Resident Advisor and Thomas Schmid, Project Officer, CDC
 Enid Spielman, Resident Advisor and Jane Brown, Deputy Director, Finance and
 Administration, CEDPA
 Bola Kusumaju, Resident Advisor and Robert Forsythe, Field Office Manager, JIU/PCS

In witness whereof, the parties hereto have caused this JSMP to be executed by their
 respective representatives duly authorized on the date indicated below.

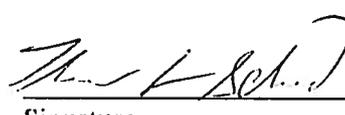
Basic Support for Institutionalizing Child
 Survival - BASICS

 25 Jun 96
 Signature Date

Family Health International - FHI/AIDSCAP

 6/25/96
 Signature Date

Centers for Disease Control and Prevention- CDC

 6/25/96
 Signature Date

The Centre for Development and Population
 Activities (CEDPA)

 6/25/96
 Signature Date

Johns Hopkins University/Population
 Communication Services - JIU/PCS

 25-JUN-96
 Signature Date

APPENDIX A

Building Management

BASICS will be responsible for management of the building and office space jointly occupied by the USAID-Nigeria programs and its US IPs in Lagos, Nigeria and for the building, elevator, outside and common areas occupied by USAID and the US IPs. The office space shall be located in the Commissary Building of the US Embassy on Victoria Island.

1. **Maintenance Services.** BASICS will directly provide:
 - a. Janitorial services : cleaning of all the office suites, inside and outside common areas.
 - b. Security: arrange for Embassy external guards through the USAID who will represent the US Embassy.
 - c. Air conditioning: maintain and repair, supplies (air filters, etc) for the US IPs
 - d. Elevator: maintain and perform repairs including parts.
 - e. Generator: maintain and perform maintenance, repairs, provide supplies (diesel, oil, filters, parts, etc).
 - f. Interior Offices: Repairs, painting, major cleaning services for floors, etc. for the US IPs
 - g. Water: arrange for tanker driver and regular tank filling in the Commissary building in conjunction with the US IP who will be responsible for payment of the water bill.
2. **Property management in Lagos.** BASICS will be responsible for:
 - a. Negotiations of terms and conditions of the office sublease for the five (5) US IPs to the US Embassy for the Commissary Building space in Lagos, Nigeria. Coordination of this lease shall be through USAID.
 - b. Coordination with CDC and USAID to pay for the sublease JSMAP amounts due to the US Embassy. Utilities will be paid by AIDSCAP.
 - c. Payment for any major repairs, major parts or replacement of equipment for the generator or elevator will be determined by the JSMBL.
3. **Space Planning.** BASICS will review and coordinate inside and outside space needs for all US IPs including space for vehicles. It is the intent that each US IP shall occupy an office suite and one suite shall be used for common area for a total of six (6) suites to be subleased from the US Embassy in the Commissary Building in Lagos, Nigeria. USAID is to occupy the top floor.

4. **Staffing.** BASICS intends to staff this function as follows:

- a. Administrative Officer (1) will manage the property, supervise the maintenance officer and office assistants, liaise for maintenance services, act as primary contact for property maintenance and repairs for the offices in the Commissary Building.
- b. Maintenance Officer (1) will coordinate and arrange for preventive maintenance, oversee maintenance contractors and repair contractors, make minor emergency repairs, inspect equipment on a routine basis.
- c. Office Assistants (8) will clean floors, surfaces, empty trash and clean windows of all office suites; clean stairs, halls and other inside and outside common areas; run errands.

APPENDIX B

Lagos Support Services

AIDSCAP will be responsible for overseeing the following functions and staff:

1. **Responsibilities of Maintenance of PABX Telephone System and Switchboard Services**

The Switchboard Operator will be responsible for operating and ensuring maintenance of the building's PABX telephone system. He/she will also be responsible for routing in-coming calls, placing local calls (within Lagos) and taking messages when necessary.

He/she shall be supervised by and will report to the Support Services Supervisor.

2. **Telephone Repairs**

All telephone operating problems will be reported to the Telecommunication Technician who will be responsible for all telephone repairs. He/she will identify the fault, source spare parts when necessary and carry out routine repairs to the system. He/she will determine the need for outside technical assistance and/or consultation and contact the appropriate individual or organization for assistance. US Embassy assistance may be required and will be facilitated by USAID.

The Telecommunication Technician shall be supervised by and will report to the Support Services Supervisor.

3. **Computer Maintenance**

The Computer Maintenance Officer and Computer Specialist will be responsible for installation and maintenance of all softwares on all computers for all US IPs in the Lagos Office. They will also perform system, and hardware maintenance and repair where possible otherwise making recommendations to the US IPs and USAID on the best options in rectifying the problems. This will include recommending to US IPs a suitable company to supply parts and carry out repairs. They will assist in data tabulation, analysis, production of reports and desktop publishing. USAID reserves the right to approve computer related work for the network system.

The Computer Maintenance Officer shall be supervised by and report to the Support Services Supervisor.

4. **Payment of Bills**

AIDSCAP will be responsible for the payment of all US IP utility bills - water, electricity and PABX Telephone Bills. All bills shall be vetted for accuracy, verified and paid by due date to ensure uninterrupted service to all US IPs.

The Support Services Supervisor shall be responsible for ensuring utility, water, electricity

and PABX bills are paid for and will liaise with the AIDSCAP Resident Advisor and Country Office Finance Officer in this function. The Support Services Supervisor shall also maintain good rapport with the utility service providers to ensure good services.

5. Reception

There will be two receptionists staffing the reception area. Both will be responsible for receiving visitors at the reception downstairs. One will be responsible for announcing visitors to the building staff and the other will assist in routing the visitors to the appropriate officers and/or escort visitors when necessary. Security personnel shall continue their security functions.

The receptionists shall report to and be supervised by the Support Services Supervisor.

6. Use of Conference Room

The coordination/facilitating use of the conference room will be the responsibility of AIDSCAP. A log book will be maintained to record the use of the conference room. AIDSCAP will provide facilities and non-expendable materials for the conference room. One receptionist will be assigned to be in-charge of logbook, and to serve as back-up to the Building Maintenance group to take care of the conference room.

7. Payment of Salaries and Wages for Support Services

The Support Services Supervisor shall be responsible for ensuring that all salaries and wages of Support Services Personnel are fully paid on time. He/she shall liaise with the AIDSCAP RA Finance Officer in the computation and payment of these.

The Support Services Supervisor shall be supervised by and will report to the AIDSCAP Resident Advisor.

8. IP Coordination

The Administrative Coordinator will be responsible for note and record keeping of all the JSMBL meetings. Responsibilities will include finalization of meeting minutes and active follow-up on issues raised. This person will also liaise regularly with the JSMBL, the RA's, the Administrative Officers and USAID to assure logistic requirements are identified, logged-in, assigned and satisfactory to the requestor.

The Administrative Coordinator will report to the AIDSCAP Resident Advisor.

9. Staffing

AIDSCAP will staff these functions with the following staff: Telecommunication Technician, Computer Maintenance Officers (2), Support Services Supervisor, Receptionists (2) and an Administrative Coordinator. All staff except the Administrative Coordinator will be supervised by the Support Services Supervisor. The AIDSCAP Resident Advisor will

supervise the Administrative Coordinator and Support Services Supervisor.

APPENDIX C

CDC will assume responsibility for the Lagos vehicle fleet. Specifically, they will carry out the following functions:

1. Management of the Lagos vehicle fleet

The Transport Officer would be responsible for the overall management of the motor pool including oversight over all the drivers and mechanics. The transport officer would be supervised by the Resident Advisor of CDC.

2. Vehicle registration and insurance

All vehicles in the Lagos fleet will be registered and the insurance (third party) premium paid annually by CDC.

3. Vehicle maintenance and repair

Ten vehicles are to be in active use and five in reserve (or more if USAID can provide and store them). Each of the ten vehicles in active use is to be permanently manned by a specific driver. It is the responsibility of each driver to report to the transport officer, any fault noticed in the assigned vehicle. Also the driver would be responsible for notifying the transport officer when the particular vehicle is due for routine servicing (after every 5,000 Km). Once the transport officer is notified of a fault or a need for routine servicing in any vehicle, he would authorize the in-house mechanic to inspect the said vehicle and carry out any of the following:

- a. Request for the required material/auto part and carry out required routine servicing.
- b. Request for the required/material auto part and carry out required repairs.
- c. Recommend that the vehicle be sent to a professional auto workshop for appropriate repairs in cases where the identified fault is beyond the competence of the mechanic.

In the event of [©] above, the transport officer would report the need for such repairs to the Resident Advisor of CDC.

4. Routine fueling of vehicles

Every operating vehicle would be routinely refueled once the fuel gauge points at the quarter mark. It is the responsibility of the driver of the particular vehicle to report to the transport officer when the vehicle is due for refueling. The transport officer would then check the said vehicle to:

- a. Confirm the fuel gauge;

- b. Record the speedometer reading; and
- c. Calculate the amount of money required to refill the vehicle tank.

The transport officer would then fill out a fuel voucher which the driver would submit to the CDC Finance Officer. The latter would file up the fuel voucher and advance the required amount of money to the driver. The driver would be expected to enter the speedometer reading in the Log book at the point of purchase of fuel and retire the amount advanced with receipt to the CDC Finance Officer.

Once a particular vehicle is assigned to a specific organization for a trip outside Lagos State, it would be the responsibility of the organization embarking on the trip to fuel the vehicle.

5. **Requisition and assignment of vehicle**

Any program person requiring a vehicle for its organization for official program purpose would fill the vehicle requisition form and have it signed by appropriate representative. This form would be forwarded to the transport officer with good lead time (24 hours notice is minimal, if possible). The transport officer would then assign a vehicle/driver for the trip.

6. **Maintenance of log book/preparation of vehicle usage reports**

The driver of each vehicle would maintain a detailed log book at the end of the journey. On a regular basis, the transport officer would analyze the log books and prepare vehicle usage and status reports.

7. **Operation of mechanic shed**

A mechanic shed where the vehicles would be routinely maintained would be set up and run by the mechanics. The required equipment for the shed are already on ground.

8. **Stocking of spare auto parts**

The transport officer would be responsible for determining and informing the Resident Advisor of CDC of the specifications and quantity of spare auto parts to stock. The Resident Advisor of CDC would then work with the home office to procure the parts offshore or locally if appropriate. It is advisable to keep in stock a one year supply.

9. **Payrolling of the drivers and mechanics**

All the Lagos fleet support staff, as all other US IP staff, would be classified according to the applicable US Embassy Lagos Local Compensation plan and personnel policies placed on the payroll of CDC.

10. **Kitting of drivers and mechanics**

Each driver in the Lagos fleet would be provided with a pair of trouser, shirt and shoe annually. Each mechanic would be provided 2 overalls annually.

11. Expediting of staff, consultants and TDYers

The transport officer working in close liaison with the expeditors, is responsible for ensuring that vehicles are made available for expediting services to all US IP and Nigeria Program staff, consultants and TDYers. It however remains the responsibility of the respective unit to work with the expeditors to ensure smooth expediting services for their respective staff consultants and TDYers.

12. Staff of the Lagos fleet will include the following:

Transport Officer 1)

Drivers (10)

Motor Mechanics (2)

Expeditors (2)

APPENDIX D

Management of Lagos Information Resource Center

JHU/PCS will establish and manage a central resource center for use by the US IPs, USAID-Nigeria and others. The Center will include existing collections (the JHU/PCS Media Materials Collection, PAU library, etc.) and additional acquisitions will be made as appropriate. The Resource Center will also serve as the clearinghouse for reports and publications generated through USAID-Nigeria supported activities. Access to the internet and databases (POPLIN, CDIE, etc.) will be available through the Center. Guidelines for accessing and borrowing materials will be developed to ensure the smooth functioning and maintenance of the Center. All documents, reports or communications originating from the Lagos Information Center for public dissemination are to be approved by USAID-Nigeria. All media contacts are to be approved by USAID-Nigeria.

The Center will be staffed by a Documents/Records Officer who will also serve as a Liaison to the Mission in generating and disseminating publications, reports and documents. He/she will be supervised by the Resident Advisor.

APPENDIX E

Management of Field Offices

CEDPA will be responsible for the overall management of the Enugu and Kano Field Offices and JHU/PCS will be responsible for the Ibadan Field Office and provide the field office managers accordingly. The Field Office Manager in each of the three offices will function as the US IP's program officer in addition to serving a joint services management role. In managing the field offices, JHU/PCS and CEDPA will assume the following responsibilities:

1. Lease of office space (identification of new space as necessary);
2. Maintenance of office and office property: electricity, plumbing, routine repairs, outside maintenance, trash removal;
3. Office services: electricity and generator, water, communications - NITEL liaison, telephone lines, fax, courier and postage services;
4. Office equipment maintenance and inventory: computers, photocopiers, fax, etc.;
5. Local procurement (supplies and services) related to the functioning of the field offices;
6. Field Office fleet management:
 - Petrol, oil and lubrication
 - Routine maintenance and repair
 - Spare parts procurement and inventory
 - Vehicle registration and insurance
 - Driver/mechanic uniforms and supplies
 - Liaise and schedule program related vehicle use
 - Maintain logbook and vehicle usage information
7. Airport expediter and hotel logistic arrangements for travelers;
8. Contract security services;
9. Program logistics assistance for field trips in the cluster where an organizational unit does not have program staff resident in the field office;
10. Payroll administration for field office joint services staff;
11. Oversight and imprest/petty cash funds;

12. The joint services staff for the three field offices will include the following in addition to the Field Office Manager:

Enugu: Administrative Officer, Secretary/Administrative Assistant, Office Assistant, Drivers (2), Driver/Mechanic

Ibadan: Secretary/Administrative Assistant, Office Assistant, Driver, Driver/Mechanic

Kano: Administrative Officer, Secretary/Administrative Assistant, Office Assistant, Drivers (3), Driver/Mechanic

13. It is expected that certain US IPs shall have field program office staff as follows, in addition to the Field Program Managers listed above:

Enugu: CDC; JHU

Ibadan: CEDPA

Kano: CDC; JHU; AIDSCAP