

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

PD-AAZ-959
63-12

APR 24 1987

ACTION MEMORANDUM FOR THE DEPUTY ASSISTANT ADMINISTRATOR, PRE

FROM: PRE/I, Sean P. Walsh 

SUBJECT: Investment and Financial Management Assistance
and Training (940-2002)

Problem: Your approval is required to obtain the services required from a small business firm through the competitive process under small business set-aside to prepare and present a worldwide training program to be offered to entrepreneurs and members of the local banking communities.

Discussion: PRE through its Investment Office has now established significant contacts within the financial communities in many developing countries. As a result of these contacts, it is now possible for us to reach into these financial communities and offer much needed financial training. The proposed contract would provide for trainers and materials to be used in five day seminars given in developing countries. The participants will be members of the local business and banking communities. Our goals in offering this service are that we enable small businessmen to more effectively conduct and evaluate their business and that, through technical assistance, we provide the local lending institutions with the necessary tools to effectively deal with small business lending.

PRE proposes to offer up to five seminars per year over a three year period. It is estimated that the approximate cost per year will be \$120,000. Initially in FY '87 \$50,000 of the first year funding will be provided. The balance of \$70,000 will be provided prior to contract negotiation, subject to availability this FY. The remaining required funding (approximately \$240,000) will be provided after contract is signed during FY 1987, FY 1988 or FY 1989.

The contract will be completed following limited competition under the small business set-aside program. Suggested small businesses are Washington Consulting Group, Management Advisory Services, Inc. and International Science and Technology Institute, Inc.

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A Congressional Notification is not required for the initial \$50,000 of FY 1987 funding, as the contract will be funded under the Investment Development and Packaging Project (940-2002) for which notification occurred in the FY 87 Congressional Presentation.

Recommendation: That you approve, by signing the attached Project Implementation Order/Technical Services (PIO/T), the use of \$358,398 of Investment Development and Packaging Project (940-2002) funds, over a three year period, to provide the above described technical services. The first year funding will be \$119,466 of which \$50,000 is provided by the attached PIO/T. Funding for subsequent years will be subject to the availability of funds.

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W-10

AID 1350-1 (10-79)

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES

1. Cooperating Country: CENTRALLY FUNDED

2. PIO/T No.: 734-2115

3. Original or Amendment No.

4. Project/Activity No. and Title: 940-2002-Investment Development & Packaging (Investment & Financial Management Asst. and Training) (SD)

M/EM/PAFD
 POSTED 04/29/87
 FUNDS RESERVED BY
 Fuller

5. Appropriation Symbol: 72-1171021.6

6. Allocation Symbol and Charge: PDSA-87-13480-KG-11 (746-34-099-00-69-71)

7. Obligation Status: Administrative Reservation Implementing Document

8. Project Assistance Completion Date (Mo., Day, Yr.):

9. Authorized Agent: AID/SER/OP/W/CO

10. This PIO/T is in full conformance with PRO/AG _____ Date _____

11a. Type of Action and Governing AID Handbook: AID Contract (HB 14) PASA/RSSA (HB 12) AID Grant (HB 13) Other

11b. Contract/Grant/PASA/RSSA Reference Number (If this is an Amendment):

12. Estimated Financing (A detailed budget in support of column (2) is attached as attachment no. _____)

Maximum AID Financing	A. Dollars	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
					50,000
	B. U.S.-Owned Local Currency				

13. Mission References
 Sent to S-1-87
 C-1-87
 for

14a. Instructions to Authorized Agent

SER/OP/W/CO is requested to negotiate a contract under the small business set-aside program to provide worldwide technical assistance and training as described herein. The desired starting date is July 1, 1987. The estimated completion date is June 30, 1990.

Funding in the amount of \$119,466 will be provided for each of the 3 years subject to the availability of funding after the first year. Total estimated cost of the contract will be \$358,398.

14b. Address of Voucher Paying Office

AID/FM/PAD

15. Clearances—Include typed name, office symbol, telephone number and date for all clearances.

A. The project officer certifies that the specifications in the statement of work are technically adequate PRE/I, K. Wilson <i>KW</i>	Phone No. 647-9842	B. The statement of work was within the purview of the initiating and approved agency programs PRE/PR, C. Weiskirch	Date 4-20-87
	Date 4/2		C. PRE/PD, R. Anderson PRE/I, S. Walsh
E. GC/PRE, M. Kitay PRE/PR, J. Gelb	Date 4/24/87	D. Funds for the services requested are available FM/PAFD, G. Stoddard/J. Fuller SDAA/PRE, C. Gladson	

or the cooperating country: The terms and conditions set forth herein are hereby agreed to

17. For the Agency for International Development

Signature _____ Date _____

Signature _____ Date _____

Title AA/PRE, Neal Peden

Attachment A
Illustrative Budget

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
I. Direct Labor (Permanent staff)			
A. Team leader/financial specialist 45 person/days @ \$269	\$ 12,105	\$ 12,105	\$ 12,105
B. Financial specialist/trainer 45 person/days @ 269			
Total Direct Labor	<u>12,105</u>	<u>12,105</u>	<u>12,105</u>
	<u>\$ 24,210</u>	<u>\$ 24,210</u>	<u>\$ 24,210</u>
II. Travel			
A. 2 persons - D.C. - Kenya - D.C. @\$3,000	\$ 6,000	\$ 6,000	\$ 6,000
B. 2 persons - D.C. - Morocco - D.C. @\$1,600	3,200	3,200	3,200
C. 2 persons - D.C. - Thailand - D.C. @\$2,600	5,200	5,200	5,200
D. 2 persons - D.C. - Bolivia - D.C. @\$1,600	3,200	3,200	3,200
E. 2 persons - D.C. - Philippines - D.C. @\$2,300	4,600	4,600	3,200
F. In country ground transportation 25 days @\$40/day	<u>1,000</u>	<u>1,000</u>	<u>3,200</u>
Total Travel	<u>\$ 23,200</u>	<u>\$ 23,200</u>	<u>\$ 23,200</u>
III. Per Diem			
2 persons X 40 days @ average \$80/day	<u>\$ 6,400</u>	<u>\$ 6,400</u>	<u>\$ 6,400</u>
Total Per Diem	<u>\$ 6,400</u>	<u>\$ 6,400</u>	<u>\$ 6,400</u>
IV. Other Direct Costs			
A. DBA Insurance (.0225 X \$21,520)	\$ 484	\$ 484	\$ 484
B. Preparation of course materials in French, Spanish and English (40 days @ \$175/day)	7,000	7,000	7,000
C. Miscellaneous (xeroxing, comm- unications, supplies, etc.)	2,000	2,000	2,000
D. Secretarial Support (\$65/day for 25 days)	1,625	1,625	1,625
E. Visa/physical (2 @\$75)	<u>150</u>	<u>150</u>	<u>150</u>
Total Other Direct Costs	<u>\$ 11,259</u>	<u>\$ 11,259</u>	<u>\$ 11,259</u>
TOTAL Direct Costs	<u>\$ 65,069</u>	<u>\$ 65,069</u>	<u>\$ 65,069</u>
70% Overhead	45,548	45,548	45,548
Total Estimated Costs	<u>\$110,617</u>	<u>\$110,617</u>	<u>\$110,617</u>
3% Fee	<u>8,849</u>	<u>8,849</u>	<u>8,849</u>
GRAND TOTAL	<u>\$119,466</u>	<u>\$119,466</u>	<u>\$119,466</u>

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Attachment B
Evaluation Criteria

- I. Qualifications of Permanent Full-Time Staff Personnel Proposed for Project (Total 50 points)
- A. Demonstrated experience in providing training seminars and technical assistance to banks focused on small business cash flow lending some of which have been in developing countries. (20 points)
 - B. Demonstrated experience in conducting seminars on financing small business for entrepreneurs some of which have been conducted in developing countries. (15 points)
 - C. Experience in analysis of the small business environments in developing countries. (10 points)
 - D. Foreign language capabilities including French and Spanish. (5 points)
- II. Institutional Capabilities (Total 50 points)
- A. An organization with at least 5 years experience whose principal focus has been in providing the type of assistance described herein. (15 points)
 - B. Adequate organizational resources and research facilities to support seminars and technical assistance with case histories texts and workbooks of financing small businesses including cases applicable to developing countries. Demonstrated capacity of these facilities to address: reasons for business failure among small firms; life cycles of successful businesses; and evaluation and analysis of small businesses. (15 points)
 - C. Demonstrated ability, through references and other assignments from leaders in business credit e.g. A.B.A. - Robert Morris Associates, in preparation of appropriate course materials for use by entrepreneurs and banks. (10 points)
 - E. History of organizational and management practices demonstrating quality and timeliness of previous international work to be evidenced by references from at least three seminars in developing countries and 5 U.S. seminars. (5 points)
 - F. Submission of a brief proposal - no more than 15 pages - which demonstrates an understanding of this scope of work. In addition to the proposal, one example of recently utilized course materials should be submitted. These materials will be returned to the potential contractors. (5 points)

Attachment C.
Program Description

I. Background

Since its inception, the Private Enterprise Bureau, through its Investment Office, has endeavored to support and enhance the private sectors within A.I.D.-assisted developing countries. Support has been provided to the private sector through various vehicles including loans to private local financial intermediaries to be on-lent to small and medium sized entrepreneurs and numerous training grants (largely targeted at honing skills for lending to the specified borrowers).

In continuing this effort to strengthen the private sector an opportunity has been identified through which much needed training would be provided directly to small entrepreneurs in these developing countries. In conjunction with this training, there is also a need on the part of lending institutions for technical assistance. It has become apparent that financial analysis skills would be most helpful to both the borrowers and the lenders. This contract would provide the means through which this opportunity can be recognized.

II. Purpose

The purpose of this contract will be to provide up to five seminars per year on financing business enterprises for local entrepreneurs and to provide technical assistance to local financial intermediaries in necessary lending practices when dealing with small and medium sized private businesses.

III. Statement of Work

A. Training

The contractor will provide training courses in A.I.D. identified countries including: Kenya; Morocco; Thailand; Bolivia; and the Philippines. These seminars will be 5 business days each. They will be targeted at and made available to local entrepreneurs and lending institutions borrowing under PRE's Revolving Fund or other A.I.D. programs. The instruction and materials will provide guidance in basic financial accounting concepts, the importance of financial accounting, the impact of taxation on a small business, the analysis of financial statements and cash flows, and other concepts and practices which are vital to the management of a small business. The

course materials will summarize the areas to be covered, include case studies applicable to developing country participants, and provide other tools in financing a small business. These should be useful after the completion of the course as reference materials.

B. Technical Assistance

The contractor will provide technical assistance and such materials as deemed necessary to executives and lending officers of local financial institutions. This assistance will focus on the unique lending techniques and approaches employed in small business lending. Special attention will be paid to evaluation of small businesses, discussion of: 1) sustainable growth rates; 2) financial pit falls and danger signs; 3) life cycles of successful businesses; and 4) any other related matters. The assistance will also focus on monitoring plans throughout the life of the loans. The contractor will provide these services in conjunction with the small business training discussed above.

C. Research

Research will include but not be limited to country specific investigations with respect to the various business climates, regulatory environments and all other local factors which would impact on small private enterprises.

D. Field Work

The evaluation will include travel not limited to but including the following countries: Kenya; Morocco; Thailand; Bolivia; and the Philippines. Two team members will spend approximately five days in each country.

E. Reports

Upon completion of each country visit, the contractor will provide A.I.D. with written evaluations of the seminar and a description of the type of assistance provided to the local financial institutions. These reports will include evaluations prepared by the participants. The reports will be submitted to A.I.D. within 2 weeks of concluding a country visit. The reports will be on 8 1/2" X 10 1/2" paper, unbound and of letter quality suitable for duplication.

F. Relationships and Responsibilities

The A.I.D. project officer is Katherine M. Wilson, PRE/I, Room 3214 NS, Telephone # (202) 647-9842.

G. Term of Performance

Estimated starting date is July 1, 1987. Estimated completion date is June 30, 1990. A six day work week is authorized for the period of travel.

H. Level of Effort (Per year)

Team leader/financial specialist	40 days
Financial specialist/trainer	40 days
	<u>80 days</u>

Section D
Inspection and Acceptance

D. 1. Acceptance of Final Report

The Cognizant Technical Officer shall signify final acceptance of the final report through a letter to the Contractor.

Section E
Deliveries or Performance

E. 1. Period of Performance

All work and services required hereunder including preparation, submission, review and acceptance of a final report shall be completed on or before 36 months after the effective date of the contract. The effective date is the date of Contracting Officer signature and the estimated completion date is June 30, 1990.

E. 2. Draft and Final Report

(a) Draft of Final Report - The Contractor shall submit the draft of the final report within 36 months after date of contract. The report will provide detailed evaluations of each of the seminars conducted as well as descriptions of the technical assistance made available to the local lenders. The Government will require two weeks for review of the draft after which comments will be returned to the Contractor.

(b) Final Report - The Contractor shall deliver the final report within three weeks after receiving comments from the Government.

E. 3. Place of Delivery

Item E. 2. shall be delivered to the Contracting Officer at the following address:

Agency for International Development
Office of Contract Management
Room 1534, SA-14
Washington D.C. 20523

A copy of item E. 2. shall be delivered to the Contracting Officer's Technical Representative at:

Agency for International Development
Bureau for Private Enterprise
Room 3214 NS
Washington D.C. 20523

E. 4. Schedule of Work

All tasks set forth in the Statement of Work shall be performed in accordance with the work schedule as negotiated. Performance shall begin on the effective date of the contract.

Section F
Contract Administration Data

F. 1. Funds Available

(a) Currently funds in the amount of \$ _____ are obligated to this contract including costs and fixed fee.

(b) The clause entitled, "Limitation of Funds" applies to this contract. In the event that the contract is not funded beyond the obligated amount set forth in the schedule, the Contractor shall deliver to the Contracting Officer the data collected and the material produced or in process or acquired in connection with the performance of the project provided herein together with a summary report in five copies of its progress and accomplishments to date.

F. 2. Payment

(a) The Contract may be reimbursed for direct and indirect costs incurred in the performance hereof as are allowable under the provisions of Subpart 31.2, 31.3, 31.6 or 31.7 (as applicable) of the Federal Acquisition Regulation in the not-to-exceed amount of \$ _____ subject to the Limitation of Funds Clause.

(b) For the completion of the contractual requirements of this contract, the Government shall pay the Contractor the fixed fee in the amount of \$ _____

F. 3. Budget

Funds in the amount of \$ _____ have been obligated to fund fully the contract budget. These funds are authorized to be expended by the Contractor in furtherance of program objectives, as set forth in the Statement of Work. Within the grand total, the Contractor may adjust line item amounts as reasonable necessary for the performance of work hereunder. Total contract expenditures shall not exceed the grand total of funds obligated.

The Contractor agrees to furnish data which the Contracting Officer may request on costs expended or accrued under the contract in support of the budget information provided herein.

11-

JUSTIFICATION FOR USE OF EXTERNAL SOURCES

Need and Justification

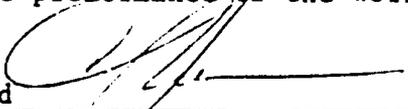
The Bureau for Private Enterprise through the Office of Investment, has established excellent contacts within the specified countries to effectively reach small and medium sized entrepreneurs and is currently in contact with the local financial communities. The entrepreneurs would benefit immensely from the financial training described and it is our contention, therefore, that through them the private sector as a whole would be strengthened.

The time is also right for providing technical assistance to the local financial institutions as we continue to strive to encourage lending to the small and medium sized private institutions. It is a goal of the Bureau to have this type of lending activity become "the norm" in developing countries. Increased sophistication on the part of the borrowers and lenders will help make this goal a reality.

In House Capability

Direct hire staff with the necessary skills and experience are not presently available for full-time participation in this training/assistance program. The skills required include expertise in: financial analysis, country analysis, small business evaluation, business management, and general accounting and economics. The desired contractor can provide individuals with these capabilities.

I approve the requested work and the use of persons other than A.I.D. direct-hire employees in the performance of the work.

Approved 
(Charles Gladson, SDAA/PRE)

Disapproved _____

Date 4-24-57

4-20-87

MEMORANDUM

TO: AAM/CO, Jean Hacken

FROM: PRE/PR, Carolyn Weiskirch 

SUBJECT: Request for a Contract under the Small Business Set-Aside Program

PRE requests that you initiate the process to negotiate a contract with a small business, under the small business set-aside program, to accomplish the work described in the attached PIO/T.

On the basis of staff knowledge, experience and advice of other project officers, etc., we believe that the following firms may be eminently qualified to perform the described services:

1. Washington Consulting Group, Inc.
1625 I Street, N.W.
Suite 214
Washington D.C. 20006
(phone: (202) 457-0233)
2. Management Advisory Services, Inc.
2401 4th. Ave.
Seattle, Washington 98121
(phone: (206) 441-0500)
3. International Science and Technology Institute, Inc.
2033 M. Street, N.W.
Washington D.C. 20036
(phone: (202) 466-4290)

Extensive experience with small business financial analysis and training is essential. The criteria for selection is attached. A technical review and evaluation committee, which will be chaired by PRE/I, Katherine M. Wilson has been established.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON DC 20523

W-10

Shelia

File under

940-2002

\$50,000

MAS

734-2115

September 14, 1987

MEMORANDUM

TO: SPR/OP/W/CO Georgia Fuller
FROM: PRE/I Katherine M. Wilson
SUBJECT: Negotiated Cost Proposal - Management Advisory Services, Inc. (MAS)

Joe [Signature] [Stamp]

PRE/I is very pleased with the report you gave me this morning on your negotiations with MAS. I have discussed the budgeted and final figures with Investment Office Director, Sean P. Walsh, and he agrees that the new, post-negotiated amounts submitted by MAS are acceptable to this office.

Understanding of the amounts of the proposed budgets follow:

Original PRE/I budget	\$358,398
Original MAS budget	462,669
Negotiated MAS proposal	<u>390,000</u>

We also understand that the negotiated MAS proposal is based on a "prix fixe" of \$21,000 per seminar plus actual travel expenses and per diem.

Thank you for your efforts on our behalf. We greatly appreciate your help in negotiating this contract and we are very pleased with the results.

g. Gelb

AWARD/CONTRACT	1 CERTIFIED FOR NATIONAL DEFENSE UNDEF BDSA REG 2 AND/OR DMS REG 1	RATING	PAGE OF PAGES
			1 13

2 CONTRACT (Proc Inst Ident) NO. PDC-2002-C-00-7157-00	3 EFFECTIVE DATE September 28, 1987	4 REQUISITION/PURCHASE REQUEST/PROJECT NO. 734-2115
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5 ISSUED BY Agency for International Development Office of Procurement Central Operations Branch Washington, D.C. 20523	6 ADMINISTERED BY (If other than Item 5) Technical Office: PRE/H
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7 NAME AND ADDRESS OF CONTRACTOR (No. street, city, county, State and ZIP Code) Management Advisory Services, Inc. 2401 Fourth Avenue Seattle, Washington 98121	8 DELIVERY <input type="checkbox"/> FOB ORIGIN <input type="checkbox"/> OTHER (See below)
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DUNS # 03-951-5085

10 SUBMIT INVOICES (4 copies unless other wise specified TO THE ADDRESS SHOWN IN	ITEM See Block 12
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11 SHIP TO, MARK FOR	FACILITY CODE	12 PAYMENT WILL BE MADE BY Agency for International Development FM/PAFD, Room 623 SA-12 Washington, D.C. 20523
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13 THIS ACQUISITION WAS (Check appl boxes): <input checked="" type="checkbox"/> A ADVERTISED <input type="checkbox"/> B NEGOTIATED PURSUANT TO <input type="checkbox"/> 10 USC 2304(a)(1) <input type="checkbox"/> 41 USC 252(c)(1)	14 ACCOUNTING AND APPROPRIATION DATA See Section G (Obligated: \$50,000)
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15A ITEM NO	15B SUPPLIES/SERVICES	15C QUANTITY	15D UNIT	15E UNIT PRICE	15F AMOUNT
	The Contractor shall provide services/reports as described in the attached schedule.				

15G. TOTAL AMOUNT OF CONTRACT \$390,000

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CONTRACTING OFFICER WILL COMPLETE ITEM 17 OR 18 AS APPLICABLE

17. <input checked="" type="checkbox"/> CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return 12 copies to issuing office. Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (Attachments are listed herein.)	18. <input type="checkbox"/> AWARD (Contractor is not required to sign this document.) Your offer on Solicitation Number _____ including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation, and your offer, and (b) this award/contract. No further contractual document is necessary.
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19A. NAME AND TITLE OF SIGNER (Type or Print) SCOTT L. HARDMAN VICE PRESIDENT	20A. NAME OF CONTRACTING OFFICER Jean M. Hacken
19B. NAME OF CONTRACTOR BY <i>S. Hardman</i>	19C. DATE SIGNED 9/21/87
20B. UNITED STATES OF AMERICA BY <i>J. M. Hacken</i>	20C. DATE SIGNED SEP 23 1987

PART I - THE SCHEDULE

SECTION B - SUPPLIES OR SERVICES AND PRICES/COSTS

B.1. PURPOSE

The Contractor will provide technical services in the field of investment & financial management assistance and training to the private sector in developing countries as described in Section C - Scope of Work.

B.2. FIXED PRICE AND METHOD OF PAYMENT

The fixed price to the Government for the satisfactory performance of all work and services required hereunder is \$390,000. This amount is based upon the Contractor's delivery of up to 15 seminars (each comprised of a small business training course and technical assistance to local financial institutions) over a thirty-six month period at the rate of \$21,000 per seminar for the amount of \$315,000, and \$75,000 in reimbursable costs for travel and per diem.

The contractor shall submit a voucher for payment in the amount of \$21,000 after submission to the project Office, PRE/I, of each Seminar Report required by Section F.1.a. below.

B.3. REIMBURSEMENT OF TRAVEL AND PER DIEM

The Contractor will be reimbursed for allowable travel costs upon submission of appropriate documentation. (See Section I for FAR and AIDAR Clauses pertaining to travel.

The Contractor will be reimbursed for per diem in accordance with AID Handbook 22 - Travel and Transportation.

The travel and per diem expenses shall not exceed \$75,000. (This amount does not include Defense Base Act Insurance, which is not a reimbursable cost under this contract.)

B.4 ESTIMATED BUDGET

	<u>1st Year</u>	<u>2nd Year</u>	<u>3rd Year</u>
Seminars @ \$21,000 ea. X five per year	\$105,000	\$105,000	\$105,000
Travel & Per Diem @ \$5,000 ea. X five per year	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>
TOTAL ESTIMATED COST	\$130,000	\$130,000	\$130,000

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B.5. LEVEL OF EFFORT

- a. The level of effort for the performance of this contract, on which the budget is predicated, is estimated to be 270 work days of direct employee and/or consultant labor.
- b. The estimated composition of the labor days of effort is as follows:

<u>Position</u>	<u>No. of Days per Year</u>
Team Leader/Financial Specialist	45
Financial Specialist/Trainer	<u>45</u>
TOTAL	<u>90</u>

B.6. 5. Key Personnel

- a. The key personnel which the contractor shall furnish for the performance of this contract are:

David C. Bjerke
Steven L. Cranfill
David A. Duryee
David A. Enger
Scott L. Hardman

- b. The personnel specified above are considered to be essential to the work being performed hereunder. Prior to diverting any of the specified individuals to other programs, the Contractor shall notify the Contracting Officer reasonably in advance and shall submit justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the program. No diversion shall be made by the Contractor without the written consent of the Contracting Officer may ratify in writing such diversion and such ratification shall constitute the consent of the Contracting Officer required by this clause. Proposed substitutions must be submitted simultaneously to the Contracting Officer and the AID Project Officer not later than 30 days after the diversion of any of the specified individuals. Failure to do so may be considered nonperformance by the Contractor. The listing of key personnel may, with the consent of the contracting parties, be amended from time to time during the course of this contract to either add or delete personnel, as appropriate.

SECTION C - DESCRIPTION/SPECIFICATION/WORK SCHEDULE

C.1. BACKGROUND

Since its inception, the Private Enterprise Bureau, through its Investment Office, has endeavored to support and enhance the private sectors within A.I.D.-assisted developing countries. Support has been provided to the private sector through various vehicles including loans to private local financial intermediaries to be on-lent to small and medium sized entrepreneurs and numerous training grants (largely targeted at honing skills for lending to the specified borrowers).

In continuing this effort to strengthen the private sector an opportunity has been identified through which much needed training would be provided directly to small entrepreneurs in these developing countries. In conjunction with this training, there is also a need on the part of lending institutions for technical assistance. It has become apparent that financial analysis skills would be most helpful to both the borrowers and the lenders. This contract would provide the means through which this opportunity can be recognized.

C.2. OBJECTIVE

The objective of this contract is to provide up to five (5) seminars per year for three years on financing business enterprises for local entrepreneurs and to provide technical assistance to local financial intermediaries in necessary lending practices when dealing with small and medium sized private businesses. Emphasis should be on the application of a useful and practical, as opposed to theoretical, approach to financial skills.

C.3. SCOPE OF WORK

a. TRAINING

The Contractor will provide training courses in A.I.D. identified developing countries including: Kenya, Morocco, Thailand, Bolivia and the Philippines. These seminars will be five (5) business days each. They will be targeted at and made available to local entrepreneurs and lending institutions borrowing under PRE's Revolving Fund or other A.I.D. programs. The instruction and materials will provide guidance in basic financial accounting concepts, the importance of financial accounting, the impact of taxation on a small business, the analysis of financial statements and cash flows, and other concepts and practices which are vital to the

management of a small business. The course materials will summarize the areas to be covered, include case studies applicable to developing country participants, and provide other tools in financing a small business. These should be useful after the completion of the course as reference material.

d. TECHNICAL ASSISTANCE

The Contractor will provide in developing countries technical assistance and such materials as deemed necessary to executives and lending officers of local financial institutions. This assistance will focus on the unique lending techniques and approaches employed in small business lending. Special attention will be paid to evaluation of small businesses and discussion of: 1) sustainable growth rates, 2) financial pitfalls and danger signs, 3) life cycles of successful businesses, and 4) any other related matters. The assistance will also focus on monitoring plans throughout the life of the loans. The Contractor will provide these services in conjunction with the small business training discussed above.

C.4. LANGUAGE REQUIREMENTS

The Team members who provide training and technical assistance in French or Spanish speaking countries must be fluent (FSI S-3/R-3 level) in French or Spanish, or provide simultaneous translation for non-English speaking participants in French or Spanish. Fluency in other languages is also desirable.

C.5. REPORTING REQUIREMENTS

See SECTION F.1. DELIVERABLES.

C.6. TECHNICAL DIRECTION

Performance of the work shall be subject to technical direction under the cognizant PRE/I Project Officer, Katherine M. Wilson, Room 3214 NS; telephone number (202) 647-9842. All tasks set forth in the Scope of Work shall be performed in accordance with the work schedule as negotiated with PRE/I.

As used herein, "Technical Directions" are directions to the contractor which fill in details, suggest possible lines of inquiry, or otherwise complete the general scope of the work. Technical Directions must be within the terms of this contract, shall not change or modify them in any way, and shall not constitute changes within the

meaning of the contract clause entitled, "Changes - Fixed-Price, Alternate II - Apr. 1984". The Contractor shall notify the Contracting Officer in writing of any technical directions which he considers to constitute changes prior to performing such changes.

C.7. TECHNICAL SUPPORT

Overseas seminar facilities will be furnished by either A.I.D., the Host Country or the seminar participants.

SECTION D - PACKAGING AND MARKETING

This section is not applicable.

SECTION E - INSPECTION AND ACCEPTANCE

The Clause FAR 52.246-04, Inspection of Services - Fixed-Price (APR 1984), which is incorporated by reference in Section I, is applicable to this section.

SECTION F - DELIVERIES OR PERFORMANCE

F.1 DELIVERABLES

- a. Upon completion of each country visit, the Contractor will provide A.I.D. with written evaluations of the seminar and a description of the type of assistance provided to the local financial institutions. These reports will include evaluations prepared by the participants. The reports (original and four copies) will be submitted within two weeks of concluding a country visit. The reports will be on 8 1/2" X 10 1/2" paper, unbound and of letter quality suitable for duplication.
- b. Draft of Final Report - The Contractor shall submit the draft of the final report to the Project Officer, PRE/I, within 34 months after the effective date of the contract. The report will provide detailed evaluations of each of the seminars conducted as well as descriptions of the technical assistance made available to the local lenders. The Government will require two weeks for review of the draft after which comments will be returned to the Contractor.
- c. Final Report - The Contractor shall deliver the final report to the Project Officer, PRE/I, within three weeks after receiving comments from the Government. The Project Officer shall signify final acceptance of the final report through a letter to the Contractor.

F.2. PERIOD OF PERFORMANCE

The effective date of this contract is September 28, 1987 and the completion date is September 30, 1990. Performance shall begin on the effective date of the contract. All work and services required under this contract including preparation, submission, review and acceptance of a final report shall be completed on or before 36 months after the effective date of the contract.

F.3. The Clause FAR 52.212-13 (Alt 1), Stop-Work Order (APR 1984), which is incorporated by reference in Section I, is applicable to this section.

SECTION G - CONTRACT ADMINISTRATION DATA

G.1. ACCOUNTING AND APPROPRIATION DATA

a. The total fixed price of this contract is \$390,000. Funds are currently available in the amount of \$50,000. It is estimated that these funds will provide for the first seminar and associated travel and per diem costs. Additional funds in the amount of \$340,000 may be provided, subject to the availability of funds.

b. Fiscal Data

PIO/T No.:	7342115
Appropriation No:	72-1171021.6
Allotment No.:	746-34-099-00-69-71
BPC No.:	PDSA-87-13480-KG-11
Contract No.:	PDC-2002-C-00-7157-00
Technical Office:	Pre/I
Project Officer:	Katherine M. Wilson
Amount Obligated:	\$50,000
Contract Office:	OP/W/CO, G. Fuller
Duns No.:	081050742

G.2. PAYING OFFICE

Agency for International Development
Office of Financial Management
M/FM/PAFD, Room 614, SA-12
Washington, D.C. 20523

SECTION H - SPECIAL CONTRACT REQUIREMENTS

H.1. SPECIAL PROVISIONS REGARDING THE CONTRACT CLAUSES ENTITLED TRAVEL AND TRANSPORTATION AND PERSONNEL

In accordance with each of the above clauses of this contract, whereunder the Contractor may not send individuals outside the United States to perform work under this contract without the prior written approval of the Contracting Officer, the Contracting Officer does, hereby, provide said approval for those individuals required to travel outside the United States; provided however, that concurrence with the assignment of any and all said individuals outside the United States is obtained by the Contractor, in writing, from the cognizant AID Project Officer prior to their assignment abroad. Such approval must be within the terms of this contract, is subject to availability of funds, and should not be construed as authorization to increase the level of effort or the total contract price or the obligated amount of this contract (whichever is less).

H.2. RIGHTS IN DATA (SEPTEMBER 1986)

(a) The term "Subject Data" as used herein includes writings, software, electronic or punchcard stored data, sound recordings, pictorial reproductions, drawings or other graphical representations, and works of any similar nature (whether or not copyrighted), which are specified to be delivered under this contract. The term does not include financial reports, cost analyses, and other information incidental to contract administration. The term "software" means any computer programs with supporting documentation and specifications necessary to produce desired outputs except that this term excludes programs supplied by the hardware manufacturer.

(b) All Subject Data first produced in the performance of this contract shall be the sole property of the Government. The Contractor agrees not to assert any rights at common law or equity and not to establish any claim to statutory copyright in such Data. The Contractor shall not publish or reproduce such Data in whole or in part or in any manner or form, nor authorize others to do so, without the written consent of the Government until such time as the Government may have released such Data to the public.

(c) The Contractor agrees to grant and does hereby grant to the Government and to its officers, agents and employees acting within the scope of their official duties, a royalty-free, nonexclusive, and irrevocable license throughout the world to publish, translate, reproduce, deliver, perform, use, and dispose of, in any manner, any and all Data NOT first produced in the performance of this contract but which is incorporated in the work furnished under this contract; however the license does not include the right to authorize others to do so.

(d) The Contractor shall indemnify and save and hold harmless the Government, its officers, agents and employees acting within the scope of their official duties against any liability including, costs and expenses: (i) for violations of proprietary rights, copyrights or right of privacy, arising out of the publication, translation, reproduction, delivery, performance, use or disposition of any Data furnished under this contract; or (ii) based upon any libelous or other unlawful matter contained in such Data.

(e) Nothing contained in this clause shall imply a license to the Government under any patent or be construed as affecting the scope of any license or other right otherwise granted to the Government under any patent.

(f) Paragraphs (c) and (d) of this section are not applicable to material furnished to the Contractor by the Government and incorporated in the work furnished under the contract; provided, such incorporated material is identified by the Contractor at the time of delivery of such work.

(g) The Contractor shall secure from all personnel engaged in the performance of this contract commitments adequate to assure that the Contractor will be able to discharge its obligations under this "Rights in Data" clause.

PART II - CONTRACT CLAUSES

SECTION I - CONTRACT CLAUSES

I.1. Federal Acquisition Regulation (48 CFR Chapter 1) Clauses

52.252-02 - Clauses Incorporated by Reference (April 1984)

This contract incorporates the following clauses by reference, with the same force and effect as if they were given in full text. Upon request the Contracting Officer will make their full text available.

- 52.202-01 Definitions (April 1984)
- 52.203-01 Officials Not to Benefit (APR 2984)
- 52.203-03 Gratuities (April 1984)
- 52.203-05 Covenant Against Contingant Fees (April 1984)
- 52.203-06 Restrictions on Subcontractor Sales to the Government (JUL 1985)
- 52.203-07 Anti-Kickback Procedures (February 1987)
- 52.204-02 Security Requirements (APR 1984)
- 52.212-13 Stop Work Order - Alternate I (April 1984)
- 52.215-01 Examination of Records by Comptroller General (April 1984)
- 52.215-02 Audit - Negotiation (April 1984)
- 52.215-22 Price Reduction for Defective Cost or Pricing Data (April 1984)
- 52.215-24 Subcontractor Cost or Pricing Data (APR 1985)
- 52.215-26 Integrity of Unit Prices, Alternate I (June 1985)
- 52.219-06 Notice of Total Small Business Set-Aside (APR 1984)
- 52.219-08 Utilization of Small Business Concerns and Small Disadvantaged Business Concerns (April 1984)

52.219-13 Utilization of Woman - Owned Small Businesses
(April 1984)

52.220-01 Preference for Labor Surplus Area Concerns (April
1984)

52.220-03 Utilization of Labor Surplus Area Concerns (April
1984)

52.222-03 Convict Labor (April 1984)

52.222-26 Equal Opportunity (April 1984)

52.222-35 Affirmative Action for Special Disabled and
Veteran Era Veterans (April 1984)

52.222-36 Affirmative Action for Handicapped Workers (April
1984)

52.223-02 Clean Air and Water (April 1984)

52.227-01 Authorization and Consent (April 1984)

52.227-02 Notice and Assistance Regarding Patent and
Copyright Infringement (April 1984)

52.227-03 Patent Indemnity (April 1984)

52.227-11 Patent Rights - Retention by the Contractor
(Short Form) (April 1984)

52.229-03 Federal, State, and Local Taxes (April 1984)

52.232-01 Payments (April 1984)

52.232-08 Discounts for Prompt Payment (July 1985)

52.232-09 Limitation on Withholding of Payment (April 1984)

52.232-17 Interest (April 1984)

52.232-20 Limitation of Cost (April 1984)

52.232-22 Limitation of Funds (April 1984)

52.232-23 Assignment of Claims (January 1986)

52.233-01 Disputes - Alternate I (April 1984)

52.233-03 Protest After Award - Alternate I (June 1985)

52.243-01 Changes - Fixed Price, Alternate II (April 1984)

- 52.244-01 Subcontracts Under Fixed-Price Contracts (April 1984)
- 52.244-05 Competition in Subcontracting (APR 1984)
- 52.246-04 Inspection of Services - Fixed-Price (April 1984)
- 52.246-25 Limitation OF Liability - Service (April 1984)
- 52.247-63 Preference for U.S. Flag Air Carriers (APR 1984)
- 52.249-04 Termination for Convenience of the Government (Services) (Short Form) (April 1984)
- 52.249-08 Default (Fixed-Price Supply and Service) (April 1984)

I.2. A.I.D. Acquisition Regulations (48 CFR CHAPTER 7) Clauses

- 752.202 AID Definitions Clause (Alternates 70 & 72) - General Supplement Use in All AID Contracts (April 1984)
- 752.202-01 Officials Not to Benefit (April 1984)
- 752.204-2 Security Requirements (APR 1984)
- 752.219-8 Utilization of Small Business Concerns and Small Disadvantaged Business Concerns (April 1984)
- 752.228-71 Insurance - Workers' Compensation, Private Automobiles, Marine and Air Cargo (Alternate 70) (April 1984)
- 752.245-70 Government Property - AID Reporting Requirement (April 1984)
- 752.245-71 Title to and Care of Property (April 1984)
- 752.7001 Biographical Data (April 1984)
- 752.7002 Travel and Transportation (Alternate 70 & 73) (April 1984)
- 752.7003 Payment (Alternates 70) (April 1984)
- 752.7004 Source and Nationality Requirements for Procurement of Goods and Services (May 1986)
- 752.7005 Language, Weights and Measures (April 1984)

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752.7006 Notices (April 1984)
752.7008 Use of Government Facilities or Personnel (April 1984)
752.7009 Marking (APR 1984)
752.7010 Conversion of U.S. Dollars to Local Currency (APR 1984)
752.7013 Contractor-Mission Relationships (Alternate 70) (APR 1984)
752.7015 Use of Pouch Facilities (April 1984)
752.7020 Organizational Conflicts of Interest (March 1985)
752.7025 Approvals (April 1984)
752.2026 Reports (Alternate 71) (April 1984)
752.7027 Personnel (Alternate 70) (April 1984)
752.7029 Post Privileges (April 1984)

AID 1350-1 (3-87) *PIO/T AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	1. Cooperating Country Worldwide (PRE)	Page 1 of 1 Pages 1
	2. PIO/T No. 1/934-2210 2/ 934-2200	3 <input checked="" type="checkbox"/> Original or Amendment No Original
	4. Project/Activity No. and Title 940-2002.95 Investment Development and Packaging (MAS)	

DISTRIBUTION FUNDS RESERVED BY <i>Thomas Perry</i> POSTED 11/18/88 M/FM/PAFD	5. Appropriation Symbol 1/ 72-1191021.3 2/ 72-1191021.6	6. Budget Plan Code 1/PDNA-89-13450-KG11 2/PDSA-89-13450-KG
	7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Implementing Document	8. Project Assistance Completion Date (Mo., Day, Yr.) 09/23/90
	9. Authorized Agent M/SER/OP/W/CO	10. This PIO/T is in full conformance with PRO/AG No. _____ Date _____
	11a. Type of Action and Governing AID Handbook <input checked="" type="checkbox"/> AID Contract (HB 14) <input type="checkbox"/> AID Grant or Cooperative Agreement (HB 13) <input type="checkbox"/> PASA/RSSA (HB 12) <input type="checkbox"/> Other	11b. Contract/Grant/Cooperative Agreement/PASA/RSSA Reference Number (if this is an Amendment) PDC-2002-C-00-7157-00

12. Estimated Financing (A detailed budget in support of column (2) is attached as Attachment No. _____)					
Maximum AID Financing Available	A Dollars	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
			1/ \$50,000 2/ 100,000		
	B U.S.-Owned Local Currency				

13. Mission Reference:

14A. Instructions to Authorized Agent
 M/SER/OP/W/CO is requested to amend the contract with Management Advisory Services (MAS) to provide incremental funding of \$150,000. The total LOP contract budget is \$390,000. \$50,000 was provided in FY 1987 and \$137,227 was provided in FY 1988. This original PIO/T for FY 1989 provides \$150,000, leaving a balance of \$52,773 to be funded through 03/23/90.

14B. Address of Voucher Paying Office
AID/W/FM/PAFD, Washington, D.C. 20523

15. Clearances - Include typed name, office symbol, telephone number and date for all clearances

A. The Project Officer certifies that the specifications in the statement of work or program description are technically adequate. <i>Katherine M. Wilson</i> PRE/I, Katherine M. Wilson	Phone No. 7-9842	B. The statement of work or program description lies within the purview of the initiating office and approved agency programs. <i>R. Friedline</i> PRE/DP, R. Friedline	Date 11/16/88
	Date 11/16/88		Date 11/16/88
C. <i>Betty Brockie</i> PRE/DP, Betty Brockie	Date 11/16/88	D. Funds for the services requested are available <i>G. Craig</i> FM/PAFD, G. Craig	Date 11/18/88
	Date 11/16/88		Date 11/18/88
E. <i>Christopher Russell</i> DAA/PRE, Christopher Russell	Date		

16. For the Cooperating Country: The terms and conditions set forth here are hereby agreed to	17. For the Agency for International Development
Signature _____ Date _____	Signature <i>Neal Peden</i> Date 11/16/88
Title _____	Title AA/PRE, Neal Peden

*See HB 3, Sup. A, App. C, All B, for preparation instructions. Note: The completed form contains sensitive information whose unauthorized disclosure may subject an employee to disciplinary action.

AID 1350 1
(3 87)

PIO/T

AGENCY FOR
INTERNATIONAL DEVELOPMENT

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
Worldwide (PRE) Page 1 of 1 Pages

2. PIO/T No.
934-2211

3. Original or
Amendment No Original

4. Project/Activity No. and Title
940-2002.95
Investment Development and Packaging (ISTI)

DISTRIBUTION

5. Appropriation Symbol 72-1191021.3 6. Budget Plan Code PDNA-89-13450-KG-11

7. Obligation Status
 Administrative Reservation Implementing Document 8. Project Assistance Completion Date (Mo., Day, Yr.) 09/28/89

9. Authorized Agent M/SER/OP/W/CO 10. This PIO/T is in full conformance with PRO/AG No. Date

11a. Type of Action and Governing AID Handbook
 AID Contract (HB 14) AID Grant or Cooperative Agreement (HB 13) PASA/RSSA (HB 12) Other
11b. Contract/Grant/Cooperative Agreement / PASA/RSSA Reference Number (if this is an Amendment)
PDC-2002-C-00-7184-00

12. Estimated Financing (A detailed budget in support of column (2) is attached as Attachment No. _____)

Maximum AID Financing Available	A Dollars	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
					\$22,286
	B U.S.-Owned Local Currency				

13 Mission References

14A. Instructions to Authorized Agent
M/SER/OP/W/CO is requested to amend the contract with the International Science and Technology Institute (ISTI) to provide incremental funding of \$22,286. The total LOP contract budget is \$1,258,789 and with this incremental funding of \$22,286 the contract will be fully funded. \$360,000 was provided in FY 1987 and \$876,503 was provided in FY 1988.

14B. Address of Voucher Paying Office
AID/W/FM/PAFD, Washington, D.C. 20523

15 Clearances - Include typed name, office symbol, telephone number and date for all clearances.

A. The Project Officer certifies that the specifications in the statement of work or program description are technically adequate. PRE/I, Katherine M. Wilson	Phone No 7-9842	B. The statement of work or program description lies within the purview of the initiating office and approved agency programs. PRE/DP, R. Friedline	Date 11/16/88
	Date 11/16/88		Date 11/14/88
C. PRE/DP, Betty Brockie	Date 11/16/88	D. Funds for the services requested are available FM/PAFD, G. Craig	Date 11/14/88
E. DAA/PRE, Christopher Russell	Date		

16. For the Cooperating Country: The terms and conditions set forth herein are hereby agreed to

Signature _____ Date _____

17. For the Agency for International Development

Signature Neal Peden Date 11/16/88

Title AA/PRE, Neal Peden

M/FM/PAFD
POSTED 11/16/88
FUNDS RESERVED BY
Katherine M. Wilson

* See HB 3, Sup. A, App. C, Att. B, for preparation instructions. Note: The completed form contains sensitive information whose unauthorized disclosure may subject an employee to disciplinary action.

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AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D C 20523

ACTION MEMORANDUM FOR AA/PRE, Neal Peden
FROM: PRE/I, Katherine M. Wilson *Kathy*
SUBJECT: PIO/T Amendments for FY 1989 Funding

Problem: Your approval is required on the attached two PIO/Ts to obligate FY 89 incremental funding for the International Science and Technology Institute (ISTI) contract and the Management Advisory Services (MAS) contract.

Discussion: The contracts were previously authorized at levels higher than the amounts obligated. The actions requested herein add the necessary FY 89 incremental funding required to continue respective activities.

Requested Project Amendments

Project Title	Date Auth.	PACD	Current Obligation Amount	Proposed Increase	Revised Obligation Amount to Date
ISTI	6/30/85	9/30/89	\$1,236,503	\$ 22,286	\$1,258,789*
MAS	4/24/87	9/23/89	\$187,227	\$150,000	\$337,227

*Reflects full funding of the contract.

Recommendation: That you authorize the obligation of the necessary FY 89 incremental funding for the above listed projects by signing the attached PIO/T amendments.

Attachments: a/s

Clearance:

PRE/DP, B. Brockie: *B. Brockie*

PRE/DP, R. Friedline: *R. Friedline*

Date: *11/16/88*

Date: *11/16/88*

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D C 20523

November 18, 1988

MEMORANDUM

TO: OP/W/CO, James Corley

FROM: PRE/I, Katherine M. Wilson *Katherine M. Wilson*

SUBJECT: Request for Contract Amendments:
(1) International Science and Technology Institute
(ISTI), Contract NO. PDC-2002-C-00-7184-00
(2) Management Advisory Services (MAS), Contract
No. PDC-2002-C-00-7157-00

The Investment Office of the Bureau for Private Enterprise hereby requests your office to negotiate contract amendments with the International Science and Technology Institute (ISTI) to provide additional incremental funding of \$22,286 and with Management Advisory Services (MAS) to provide additional incremental funding of \$150,000.

Supporting documents attached are:

ISTI PIO/T No. 934-2211
MAS PIO/Ts No. 934-2210 and No. 934-2200
Action Memorandum for the AA/PRE dated 11/16/88