

PROJECT AUTHORIZATION

1. PROJECT NUMBER 921-13-950-009	3. COUNTRY Interregional PRI/TPD	4. AUTHORIZATION NUMBER 0012
2. PROJECT TITLE Cooperative Development - Global contract with the National Rural Electric Cooperative Association (NRECA)		5. AUTHORIZATION DATE July 22, 1970
7. LIFE OF PROJECT		6. PROP DATED June 26, 1970

a. Number of Years of Funding: continuing b. Estimated Duration of Physical Work
 Starting FY 19 63; Terminal FY 19 continuing After Last Year of Funding (in Months): continuing

FUNDING BY FISCAL YEAR (in U.S. \$ or \$ equivalent)	DOLLARS		P.L. 480 CCC + FREIGHT	LOCAL CURRENCY Exchange Rate: \$1 =			
	GRANT	LOAN		U.S. OWNED		HOST COUNTRY	
				GRANT	LOAN	JOINTLY PROGRAMMED	OTHER
Prior through Actual FY 69	742						
Operational FY 70	114						
Budget FY 71	106						
B + 1 FY							
B + 2 FY							
B + 3 FY							
All Subsequent FY's							
TOTAL							

9. DESCRIBE SPECIAL FUNDING CONDITIONS OR RECOMMENDATIONS FOR IMPLEMENTATION, AND LIST KINDS AND QUANTITIES OF ANY P.L. 480 COMMODITIES

PRI and predecessors have funded this project through FY-69 together with an estimated \$400,000 in cash equivalent contributions from NRECA member organizations. Estimated cash equivalent (services and materials) contributions for FY 1970 and 1971 are cash \$140,000.

10. CONDITIONS OF APPROVAL OF PROJECT

(Use continuation sheet if necessary)

11. Approved in substance for the life of the project as described in the PROP, subject to the conditions cited in Block 10 above, and the availability of funds. Detailed planning with cooperating country and drafting of implementation documents is authorized.

This authorization is contingent upon timely completion of the self-help and other conditions listed in the PROP or attached thereto.

This authorization will be reviewed at such time as the objectives, scope and nature of the project and/or the magnitudes and scheduling of any inputs or outputs deviate so significantly from the project as originally authorized as to warrant submission of a new or revised PROP.

A.I.D. APPROVAL	CLEARANCES <u>1/</u>	DATE
 SIGNATURE	LA/DR, C. Schultz	7/2/70
	EA/TECH, E. Schiffman	7/1/70
	VN/ND, L. Doran	7/2/70
	NESA/TECH, O.L. Mimms	7/9/70
	AFR/TAC, A.L. Howard	7/16/70
	A/CONT C/BUD, H. Bower	7/10/70
AA-Director, O/PRI	PRI/CDS, G. Roth	7/17/70
TITLE	DATE	

1/ Signed clearances are on file in PRI/PCS.

NONCAPITAL PROJECT PAPER (PROP)

Global Project

Project No. 921-13-950-009

Submission Date: June 26, 1970

Original Submission

Project Title: Cooperative Development - Global Contract with the
National Rural Electric Cooperative Association (NRECA)

U.S. Obligation Span: FY 1963 continuous

Physical Implementation Span: FY 1963 continuous

Gross life-of-project financial requirements:

U.S. dollars: FY 1963 through FY 1969	
Cumulative obligation	\$ 742,166 ^{1/}
FY 1970 through FY 1971	
Estimated requirements ^{2/}	<u>215,000</u>
	(\$ 957,166)

U.S. owned local currency: None

Cooperating country cash contribution: None

Other donors: NRECA member organization	
contribution to programs	
FY 1963 through FY 1969	\$400,000
FY 1970 through FY 1971	140,000
	<u> </u>

Total cash inputs \$1,497,166

^{1/} Includes T.O. #9 under csd-225 (LA Regional Funded).

^{2/} Requirements and other inputs beyond FY 1971 difficult to estimate at this time.

A. Summary

A.I.D., U.S. cooperative leaders and people in the developing areas of the world have made much progress, but are still learning through experience and patient education how to apply their special talents and resources most effectively toward meeting the development needs of the people of a given country or region. This kind of cooperation has had the encouragement of Congress.

The U.S. Congress in 1961 declared it to be the official policy of the foreign aid program "to encourage the development and use of cooperatives, credit unions and savings and loan associations."

The Congress fortified this concept in Title IX of the Foreign Assistance Act of 1966, by declaring that "...emphasis shall be placed on assuring maximum participation by the people in the task of economic development of the developing countries."

With this support, cooperative development started in a systematic and planned way. Further sustained by the returns of a survey of all Missions by A.I.D.'s predecessor, the International Cooperation Administration, in 1961, it was determined that assistance was required in the areas of: consumer cooperatives; marketing cooperatives; mutual insurance cooperative banking; training and management; and organization of federations and confederations; agricultural credit societies.

In the area of capital construction projects, the survey indicated that assistance program similar to that of the R.E.A., which provides financing on reasonable terms should be encouraged in order to assist developing countries to build the cooperatives to provide people with needed services in the fields of agriculture production and marketing, consumer services, and industrial productivity.

After reviewing the U.S. cooperative organizations and resources, the National Rural Electric Cooperative Association (NRECA) was requested to provide assistance for developing rural electric cooperatives.

A.I.D.'s cooperative programs in the missions fall into three general classes providing: technicians and consultants, participant training, and financial assistance.

In November, 1962, A.I.D. entered into a Basic Agreement with NRECA. Under the terms of this agreement A.I.D. entered into a contract (Task Order No. 1) to establish and maintain a central office and staff in Washington for the purpose of advising and assisting in developing cooperative projects in the Regions and Missions. Once these projects were underway this central office staff became responsible for the overall administration and supervision of the projects.

NRECA ORGANIZATION CHART

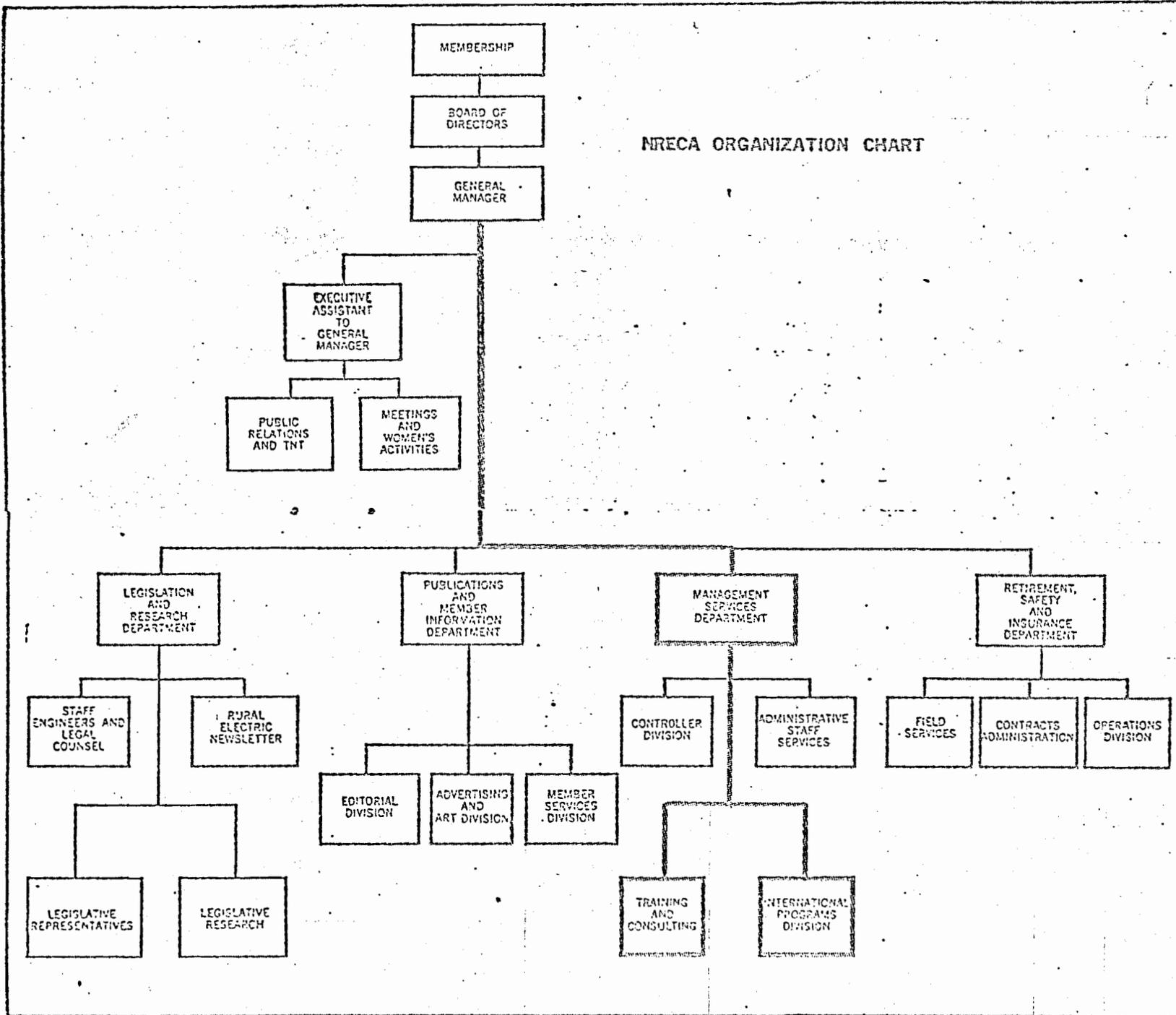


TABLE 1

TABLE 1

 PROP Date June 26, 1970
 Original _____
 Revision No. _____
 Project No. 921-13-950-009
NONCAPITAL PROJECT FUNDING

(Obligations in \$000)

 Project Title: Cooperative Development - Contract
 with NRECA

	AP	L/G	Total	Cont. <u>1/</u>	A.I.D.	PASA	CONT.
Prior through Act. FY 1969	TC	G	\$742	\$742			\$742
Operating FY 1970	TC	G	109 (net)	109			109
Budget FY 1971	TC	G	<u>106 (net)</u>	<u>106</u>			<u>106</u>
Total All Years			\$957 *	\$957			\$957

1/ Memorandum (non-add) column

* Indicates Task Orders and contracts directly with A.I.D. In addition, NRECA has provided technical assistance under A.I.D. loan-funded programs for rural electric cooperative development. Funding for such technical assistance from loan funds totals \$625,000.

This project basically provides supporting services for each of the Mission projects and loan funded contracts which in themselves have defined targets, results and outputs. Thus Missions are able to draw on the skills and capabilities of NRECA's professional staff in the field of rural electrification for feasibility studies, research in technical and legislative matters, training of operating and management personnel, management services, membership education, sales and services, and backstopping of on-going projects in the field. It also offers in-country training, as well as a training program for foreign participants in the U.S.

The nature and volume of these projects varies from year to year, as the regions and missions adjust existing projects or starting new ones which require the services of NRECA. The capabilities of NRECA as an organization are illustrated by the attached NRECA Organization Chart. Though the International Programs Division is small as funded by Task Order No. 1, the other divisions' services can be made available to A.I.D. by Task Order. NRECA has provided the services of people from these other departments when called upon to do so.

This project is centrally funded on an annual basis and is supervised by a project manager in the Office for Private Overseas Programs. Central office staff services are made available to the Regions and Missions as requested. Regions and Missions enter directly into Task Orders with NRECA to provide specific services to Regional and Country Projects.

In addition to A.I.D. central funding for its Washington-based operations, NRECA also is engaged in seeking funding for rural electrification projects outside of A.I.D.'s sphere. A portion of the cost of Washington staff expenses are being obtained from these sources, as well as its loan-funded contracts by time charge to these contracts.

B. Setting

1. Background

a. Legislation. The FAA of 1961, Section 601. (a) stated that ".....it is declared to be the policy of the United States.....to encourage the development and use of cooperatives, credit unions and savings and loan associations....." in 1966 the FAA was amended to include Title IX, Section 281. (a) which stated that: ".....emphasis shall be placed on assuring maximum participation in the task of economic development on the part of the people of developing countries, through the encouragement of democratic private and local government institutions." The House Committee Report stated that: "This goal can best be achieved through the fostering of cooperatives, labor unions, trade and related associations, community action groups and other organizations....; through broader and more effective utilization of the experience and resources of existing private and voluntary organizations....."

b. ICA and A.I.D. Response

Prior to the enactment of the FAA of 1961, the Director of ICA announced that "greater emphasis on development and assistance to cooperatives in underdeveloped countries will be among the major objectives of the administration's new foreign aid program." He proposed a new cooperative program in which ".....ICA will seek to utilize its own and the experience and resources of all interested government and private agencies in programs for underdeveloped areas where the cooperative approach can contribute effectively to the self-help objectives of this country's foreign aid efforts." To accomplish this he initiated a worldwide review of ICA's assistance programs ".....to evaluate ICA's cooperative activities of the past, to develop a policy statement for guidance to field missions regarding encouragement to the cooperative approach, and to outline a specific action program for greater emphasis on cooperative (development) within the new A.I.D. program." A new office was created in A.I.D. to coordinate the new program.

The ICA worldwide review of cooperatives included information on and evaluations of all known cooperative development programs, past and present, and recommendations for future developments. A cable questionnaire (ICATO CIRC 37) was sent to all Missions. Replies were assembled, reviewed and evaluated.

An ICA Cooperative Review Committee was established composed of representatives of ICA staff and regional offices. Their purpose: to discuss and formulate scope, procedures and policy recommendations for overseas cooperative development.

Statements of experience and recommendations from all ICA's regional offices and from all contributing agencies and organizations (ICA Cooperative Review: Background Papers) became the basis for several recommendations re cooperative development. The first was creation of a Special Advisory Committee on Cooperatives to advise the A.I.D. Administrator on utilization of cooperatives in the A.I.D. programs. This 13-member committee included representatives of all major nongovernment organizations interested in overseas development. This led to the involvement of interested U.S. Government and private agencies including: nine U.S. Government agencies and nineteen private agencies such as CARE, CRS, CLUSA, CUNA, UAW, CWS, etc. This joint action initiated a new public-private partnership program for developing cooperatives and related self-help type programs. The U.S. cooperative movement, encouraged by this new interest, pledged to continue and expand its concern and activities in international cooperative development programs.

2. Need. The ICA Cooperative Review Committee recognized that essential to achieving development goals was a dynamic increase in productivity and wealth of LDCs, a positive increase in living standards through more equitable distribution of income and more widespread ownership and enjoyment of wealth and that foreign aid programs should encourage people to

help themselves. Use of cooperative techniques to attain these objectives should be encouraged. A review of the worldwide survey indicated that almost without exception, U.S. Missions reported that governments of LDCs were depending on various types of cooperatives to make a substantial contribution to their economic growth. Types of cooperatives included were credit, marketing, processing, supply, production, industrial, consumer, housing, health, insurance, rural electrification, joint ownership of facilities and other services. Credit unions, savings and loan associations and mutual savings banks were included in this broad cooperative category.

As a result of the worldwide review and subsequent studies, the ICA Cooperative Review Committee and the Special Advisory Committee established the fact that there was a widespread need for the strengthening of existing cooperatives and the development of new cooperative enterprises. Both committees recommended that A.I.D. play a definite role in cooperative development in LDCs by providing technical assistance and coordinating regional, mission and host government interest in development programs. Technical assistance included feasibility surveys, evaluations of existing programs, country studies, training programs, pilot projects and consultative service to governments and cooperative organizations. Financial assistance included loans and grants by A.I.D. and other U.S. and multilateral agencies and private investors (and combinations of these sources), utilizing local currencies including PL 480 funds, and encouraging mobilization and use of local capital for production and development in LDCs.

Subsequently policy guidelines on cooperative development programs were issued in Manual Orders 1621.1 and 1626.11.

C. Strategy

1. General. Prior to 1962 some work had been done in cooperative development. However, there had not been a concerted effort to plan and carry out specific cooperative development programs utilizing the experience and skills of the U.S. cooperatives. The strategy was twofold: to identify those areas of cooperative development which A.I.D. Missions and Regions felt fitted in with their overall development strategy and programs; and to identify and secure the services of the U.S. cooperative organization most qualified to provide the services required in planning and implementing specific Regional and Mission programs.

2. Area of Cooperative Development. With the assistance of the ICA Cooperative Review Committee and the Special Advisory Committee on Cooperatives, A.I.D. determined that technical assistance was needed in the areas of: consumer cooperatives; marketing cooperatives, mutual insurance; cooperative banking; organization, training and management; and organization of federations and confederations.

3. U.S. Resources. After reviewing the U.S. organizations and resources A.I.D. determined that the National Rural Electric Cooperative Association (NRECA), on the basis of its domestic experience, had the competence and experience to provide the assistance required to promote rural electrification, rural industries and community facilities in developing countries. As a nation-wide service cooperative representing nearly 1,000 rural electric cooperatives in 46 states, NRECA is able to turn to almost any part of the U.S. for specialists experienced in all phases of rural electric organization and management.

4. Central Office Services. To provide specialized services in planning, staffing, organizing and implementing specific Regional and Mission programs, and to enter into agreements with Cooperating Countries engaged in rural electrification, it was determined that A.I.D. would enter into a contract with NRECA to support a central office for international development work in rural electrification. This staff would be required to provide the following services:

When authorized by A.I.D., undertake brief country or regional trips to evaluate program development and performance under existing projects, and to confer with A.I.D. and cooperating country officials to determine the need for assistance and to make plans for project implementation.

When requested by A.I.D., conduct or supervise the conduct of such studies that may be necessary to determine:

- a. The social, economic and political desirability for establishing rural electric cooperatives and the advantages, possibilities and limitations of such cooperatives.
- b. The manner in which cooperatives would be financed from cooperating country public or private funds.
- c. Whether facilities should be established to provide training for local personnel selected to become administrators, office personnel or technicians and the manner in which such training would be provided.

When requested by A.I.D. review and analyze reports and other documents available to determine the feasibility and economics of promoting cooperatives and rural electrification in areas designated in the request, and upon completion of such studies, report the results thereof, with recommendations to the office initiating the request.

Provide for the recruiting, selection and orientation of personnel to be employed under Task Orders.

TABLE 2
Global Activity

PROP Date June 26, 1970
Original
Revision No. _____
Project No. 921-13-950-009

NONCAPITAL PROJECT FUNDING
(Estimation Annual Expenditures)
Project Title: Cooperative Development Contract
with NRECA

Task Order	Location Description	Prior to CY 1968	CY 1968		CY 1969		CY 1970		CY 1971		Remarks
			Man/Mos	Est. Cost	Man/Mos	Est. Cost	Man/Mos	Est. Cost	Man/Mos	Est. Cost	
46	Vietnam Rural electric supervision		22	\$55,000 (superseded by T.O. No. 3)							
58	Philippines Phase II - III		24	52,000	2	\$ 6,500 (superseded by T.O. No. 10 - 3/69)					
5	India Phase II - III 5-area study		15	52,000 (commence 8/67)							
7	Afghanistan Construction training		20	45,000	24	67,000	18	\$ 56,000	6	\$30,000	
8	Vietnam Supervision construction - 3 projects		20	60,200	42	225,000	30	140,000 (ended 6/70)			
9	Ecuador Training				3	8,000					
10	Philippines Phase IV Supervision of construction				21	46,000	30	53,800	15	45,000	Construction funded by A.I.D. loan of \$3.1 million plus local currency equivalent of \$1 million.

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TABLE 1
Global Activity

PEEP Date: June 29, 1970

Original X

Revision No. _____

Project No. 921-13-950-009

NONCAPITAL PROJECT FUNDING
(Estimated Annual Expenditures)
Project Title: Cooperative Development Contract
with NRECA

Task Order	Location Description	Prior to CY 1968	CY 1968		CY 1969-		CY 1970		CY 1971		Remarks
			Man/Mos	Est. Cost	Man/Mos	Est. Cost	Man/Mos	Est. Cost	Man/Mos	Est. Cost	
11	India - Phase IV (Supervision of construction - 5 projects)				17	\$49,000	60	\$145,000	63	\$156,000	Funded by PL-480 rupees equivalent to \$16,000,000
Cont. EA 90	Philippines Feasibility studies 2 year program			2	12,000	36	120,000	34	122,000		
28	Brazil Community elec.		8	\$16,000							
3	Nicaragua Project supervision		4.5	11,000							
6	Nicaragua Feasibility study 4 cooperatives		4	12,832							
F-2	Costa Rica Project supervision - 3 co-ops		12	25,000							
F-3	Chile (Sorfo) Consulting services to 16 co-ops and Natl. Federation		3	12,000	3	13,000	3	14,000			

* India projects partially funded with India rupees.

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TABLE 2
Global Activity

PROP Date June 26, 1970
Original X
Revision No. _____
Project No. 921-13-950-009

NONCAPITAL PROJECT FUNDING
(Estimated Annual Expenditures)
Project Title: Cooperative Development Contract
with NRECA

Task Order	Location Description	Prior to CY 1968	CY 1968		CY 1969		CY 1970		CY 1971		Remarks
			Man/Mos	Est. Cost							
F-4	Colombia (Electragas) Assist development R.E.C. program		12	\$ 34,000	12	\$ 36,000	12	\$ 36,000			11,000 potential meters
F-5	Peru (Direccion) Assist Fomento develop large co-op in Mantaro Valley		12	30,000	9	31,300	4	16,000	2	\$ 8,000	13,000 potential meters
F-6	Argentina IDB funded with Banco Nacional \$37 million program		20	63,500	21	70,000					
F-7	Nicaragua (ENALUF) Technical assistance to ENALUF				12	42,000	16	66,000	22	99,000	Construction funded by A.I.D. loan of \$10,200,000 plus local currency equivalent of \$5,400,000
1	Global support & Washington Office		84	142,000	84	135,000	98	109,000	96	106,000	
	TOTAL		262.5	\$625,582	262	\$740,800	307	\$755,800	238	\$566,000	

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Provide technical, administrative and logistic support for personnel serving under Task Orders.

When requested by A.I.D., furnish to groups of individuals, information, publications and other factual matter which would provide guidance in establishing cooperatives.

Provide assistance to A.I.D. in establishing instructional programs within the United States for participants from cooperating countries.

Exercise direct supervision over and be responsible for the proper discharge of services and work required to be performed by the home office support staff.

D. Planned Targets, Results and Outputs

1. Planned Targets. The primary purpose of this project is to provide and maintain a centralized office and source of specialized personnel for use by A.I.D. in planning and carrying out cooperative or rural electrification development programs. Overall targets, results and outputs cannot be quantified since they are determined by the nature and volume of the Regional and Mission programs.

2. Progress to Date. This project was started in 1962. It started with a small central office staff which gradually developed specific programs with Regions and Missions. Prior to CY 1968 numerous Task Orders were started and completed. However, this PROP is only concerned with those programs in operation in CY 1968 and new programs started after the beginning of that year.

Table 2 lists all of the programs completed, continuing and started from CY 1963 forward. This table gives an overall picture of the scope of the activities of the contract organization. It shows the gross annual activity of the contractor and the relationship between the central office staffing and costs (Global Task Order No. 1) to the Regional and Mission activity. This however, only illustrates and quantifies the inputs. The results and outputs must be measured by the performance and accomplishments in each specific Regional or Mission program.

It is noteworthy that as a result of the technical assistance provided by NRECA, 26 new electric cooperatives have been organized in Latin America and assistance has been provided to 15 existing cooperatives in Chile. Three new cooperatives have been organized in Vietnam, one new cooperative in the Philippines, plus most recently five new cooperatives in India to serve large numbers of people in five states.

A summary of A.I.D. loans and grants for project construction follows:

Co-ops	Country	A.I.D. Loan	Local Contribution	Meters now in Service *	Potential Meters
1	Nicaragua	\$ 400,000	\$ 63,000	950	1,800
3	Colombia	1,300,000	396,000	6,400	11,300
1	Ecuador	650,000	491,000**	1,950	3,300
15	Chile	3,100,000	3,600,000	7,000	12,000 (farms)
3	Costa Rica	3,300,000	818,000	6,500	14,000
1	Bolivia	4,750,000	1,150,000	unknown	23,000
1	Peru	1,600,000	2,925,000	3,200	13,000
5	India	16,000,000***		developing	85,000****
3	Nicaragua II	10,200,000	5,740,000	"	37,600
2	Philippines	3,100,000	1,044,000	400	17,000
35	Total	\$44,400,000	\$16,227,000	26,400	218,000

Grant funded:

3	Vietnam	5,000,000		18,000	25,000
12	Brazil	1,000,000 est.		3,000	20,000
50	Grand Total	\$50,400,000	\$16,227,000	47,400	263,000

* Each meter serves at least one family, in some cases many families.

** Includes contributions of materials by Kentucky and Georgia co-ops valued at over \$300,000.

*** PL-480.

**** India projects will provide power to 18,000 irrigation pumps.

NRECA has now provided 105 specialists for assistance in 28 countries under A.I.D.-funded Task Orders or contracts with other organizations. Twenty-seven of them have been on two or more assignments.

In yearly training programs since 1963, NRECA has given formal training to 122 trainees from 20 countries. Many of these men and women are now leaders in rural electrification in their country. NRECA and its member organizations have provided on-the-job training to many trainees and hosted numerous overseas visitors each year, some sponsored by USAID, some sponsored by other organizations. Usually in these cases the Task Order No. 1 staff is asked to arrange itineraries with member cooperatives.

It is hoped that sponsorship of NRECA technical assistance by USAID will encourage international development banks to fund rural electrification. Already the Inter-American Development Bank has made a \$15 million loan in Argentina, a \$30.8 million loan to Brazil and a \$3 million loan to continue expansion of Chile's rural electric cooperatives. NRECA is involved formally or informally in each case. NRECA has had contact with the Asian Development Bank since its beginning. It has had numerous contacts with the World Bank from time to time and recently the World Bank indicated an interest in possible financing for rural electrification.

3. Future Projection. Table 2 projects the ongoing programs into CY 1970 and CY 1971. Only those programs which are firmly committed are included. This does not provide for possible early termination of services, extension or expansion of services or new programs. Any projection or target setting would be highly speculative and subject to a variety of variables. However, the trend in activity and funding of services provided indicates that there is an overall increase in the use of NRECA. Services in supervisory capacity represents actual construction work in Nicaragua, Peru, Colombia, Chile, Vietnam, India, and the Philippines on A.I.D. loan or grant funded projects.

NRECA's members have contributed supplies and provided training for rural electric cooperatives in the developing countries. The average annual input has been in the range of \$70,000.

E. Course of Action

1. Contract System

a. Basic Agreement. The project operates under Basic Agreement between A.I.D. and the contractor. The original Basic Agreement AID/csd-225 was executed in November 1962 and supplemented by AID/csd-1504 in 1966. This agreement provides the basic framework and regulations under which a specific contract (Task Order) can be executed and operated.

b. Task Order No. 1, executed in November 1963, is the central servicing contract which provides for the central office and staff of the contractor to administer and supervise all services to A.I.D. through Regional and Mission Task Orders. It is centrally funded on an annual basis and is managed by the Office for Private Overseas Programs. Contract negotiations and agreements are handled by the Office of Procurement, Contract Services Division.

c. Regional and Mission Task Orders are executed with the contractor to provide specific services in connection with and support of specific activities. These are executed, funded and managed by the Regions and Missions. Contract negotiations and agreements are handled by each Regional Contract Office.

d. Repayments for Supervisory and Overhead Costs. NRECA is qualified to contract with cooperatives, governments in developing countries and international institutions for rural electrification projects. Current projects are either directly with A.I.D. or with cooperating governments which have A.I.D. loans funding a portion of the cost of rural electrification projects. All task orders include a charge for the Washington central office supervisory and overhead costs. The cost of the central office staff authorized under Task Order No. 1 is reduced in the amount of these charges to other Task Orders and contracts. Repayments from these sources amounted to \$52,700 for FY 1969 and are estimated at \$76,000 for FY 1970.

2. Contract Organization. Task Order No. 1 provides for the support of a central office staff located in Washington, D.C. The staff authorized during FY 1969 is composed of:

- Coordinator
- Deputy Coordinator for Administration
- Assistant Coordinator for Engineering Services
- Assistant to the Coordinator
- Administrative Secretary-Translator
- Secretary Translator - Spanish
- Secretary
- Stenographer
- Office Management - Accounting Specialist (part-time)
- Power Use - Member Relations Specialist (part-time)

3. Annual Review of Operations. Each year prior to the extension of Task Order No. 1 the overall operations of the contract organization are reviewed. Adjustments are made in the central staffing, budgets and services as necessary to maintain a reasonable relationship to the overall Task Order business being supervised and administered under the Task Order No. 1.

4. Contract Services

a. Management. The contractor's services and operations are supervised by a project manager in the Office for Private Overseas Programs. He is the channel through which the services are coordinated and made available to staff offices, Regions and Missions. He monitors the contractor's operations, services, performance, reports, travel, and program and budget planning.

b. Services to Regions and Missions. The project manager works directly with the appropriate Regional Technical Offices and Desks. Upon request and approval the contractor's services are made available to the Regions and Missions. Generally these services provide advice and assistance, make preliminary studies and investigations, assist in project planning and Task Order drafting and identify and recruit specialized technical assistance and other services as required by A.I.D. including participant training. In addition, the contractor's central office is responsible for the staffing, administration, support, reporting and backstopping for all Regional and Mission Task Orders.