



R0FLZ 570

UNITED STATES OF AMERICA



AGENCY FOR INTERNATIONAL DEVELOPMENT
REGIONAL ECONOMIC DEVELOPMENT SERVICES OFFICE WEST AND CENTRAL AFRICA

UNITED STATES ADDRESS
ABIDJAN (REDSO)
DEPARTMENT OF STATE
WASHINGTON, D. C. 20523 - 2010

INTERNATIONAL ADDRESS
REDSO / WCA
C/O AMERICAN EMBASSY
01 BP 1712 ABIDJAN 01
COTE D'IVOIRE

August 30, 1991

Andrew Puch
Deputy Director
Cooperative for American Relief Everywhere (CARE)
660 First Avenue
New York, New York 10016

Subject: Grant 624-0272-G-00-1071-00

Dear Mr Puch:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A. I. D." or "Grantor") hereby grants to Cooperative for Relief Everywhere (hereby referred to as "CARE" or "Grantee"), the sum of \$5,983,017 to assist the Grantee in furtherance of program objectives described in Attachment 1 of this Grant, entitled "Schedule," and Attachment 2, entitled "Program Description."

This Grant is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning with the effective date and ending August 30, 1996. See also Article D.2, Preaward expense provision.

This Grant is made to the Grantee on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled "Schedule," Attachment 2 entitled "Program Description," Attachment 3 entitled "Mandatory Standard Provisions for U.S. Non-governmental Grantees," and Attachment 4 entitled "Optional Standard Provisions for U.S., Non-governmental Grantees."

Please sign the original and five (5) copies of this letter to acknowledge your receipt of this Grant, and return the original and four (4) copies to the undersigned Grant Officer, USAID/Abidjan, Department of State, Washington, D.C. 20521-2010.

Sincerely,



Steven G. Wisecarver
Grant Officer

Attachments:

1. Schedule
2. Program Description
3. Mandatory Standard Provisions for U.S. Non-governmental Grantees
4. Optional Standard Provisions for U.S. Non-governmental Grantees
5. Disclosure of Lobbying Activities
6. Use of U.S. Embassy Niger, Health Unit by Non-Direct Hire U.S. Citizen Grantee Employees

ACKNOWLEDGED:

CARE

By : Susan M. Farnsworth
Title : Assistant Country Director
Date : 16 September 1991

FISCAL DATA

Appropriation	: 72-111/21014
Budget Plan Code	: GSS1-91-21683-KG13
PIO/T No.	: 683-0272-3-10043
Project No.	: 683-0272
Total Estimated Amount:	: \$5,983,017
Total Obligated Amount:	: \$3,000,000
Paying Office	: Controller, USAID/Niger
Technical Office	: General Development Office, USAID/Niger

SCHEDULE

A. Purpose of Grant

The purpose of this Grant is to provide support for the development of micro enterprises through coordination of credit and technical training in the Maradi region of Niger. This program is outlined in Attachment 2 of this Grant entitled "Program Description."

B. Period of Grant

1. The effective date of this Grant is August 30, 1991. The expiration date of this Grant is August 30, 1996.
2. Funds obligated hereunder are available for program expenditures for the estimated period from August 30, 1991 to February 28, 1993 as shown in the Grant Budget below.

C. Amount of Grant and Payment

1. The total estimated amount of this Grant for the period shown in B.1. above is \$5,983,017.
2. A.I.D. hereby obligates the amount of \$3,000,000 for program expenditures during the period set forth in B.2. above and as shown in the Grant Budget below.
3. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 4, Optional Standard Provision for U.S. Non-governmental Grantees, entitled "Payment-Letter of Credit."
4. Additional funds up to the total amount of the Grant shown in C.1. above may be obligated by A.I.D. subject to availability of funds, the mutual agreement of the parties to proceed, and the requirements of the Mandatory Standard Provision of this Grant entitled "Revision of Grant Budget."

D. Grant Budget

1. The following is the Grant Budget, including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with Mandatory Standard Provision of this Grant, entitled "Revision of Grant Budget."

Grant Budget
(08/30/91-08/30/96)

<u>Category</u>	<u>This Obligation</u>		<u>Estimated Add'l</u>		<u>Total Amount</u>		<u>CARE Contribution</u>	
	<u>From: 08/30/91</u>		<u>From: 03/01/93</u>		<u>From: 08/30/91</u>		<u>From: 8/30/91</u>	
	<u>To : 02/28/93</u>		<u>To : 08/30/96</u>		<u>To : 02/28/93</u>		<u>To : 8/30/96</u>	
Int'l Personnel	\$ 409,897	\$ 407,576	\$ 817,473	\$ -0-				
National Personnel	852,865	848,037	1,700,902	-0-				
Operations	621,998	618,477	1,240,475	11,989				
Material & Eqpt	72,749	72,338	145,087	-0-				
Training	316,201	314,412	630,613	69,492				
Loan Fund	451,277	448,723	900,000	1,100,000				
Eval/Consultants	63,116	62,759	125,875	-0-				
SUBTOTALS	\$2,788,104	\$2,772,321	\$5,560,425	-0-				
Indirect Costs (7.6%)	211,896	210,696	422,592	-0-				
TOTAL AMOUNTS	\$3,000,000	\$2,983,017	\$5,983,017	\$1,181,481				
TOTAL USAID GRANT:	\$5,983,017	Care Contributions:	1,181,481					

2. Pre-award Expenses

The Grant Officer hereby approves a pre-award expenses not to exceed \$370,000.

E. Reporting and Evaluation

1. Monitoring and Reporting Program Performance:

This paragraph sets forth the procedures for monitoring and reporting program performance of the Grantee.

(a) The Grantee shall monitor the performance under the Grant and, where appropriate, ensure that time schedules are being met, projected work units by time periods are being accomplished, and other performance goals are being achieved. This review shall be made for each program, function or activity as set forth in this Grant.

(b) The Grantee shall submit a performance report (technical report) that briefly presents the following information for each program, function or activity involved:

1. A comparison of actual accomplishments with the goals established for the period, the findings of the investigator, or both. If the output of programs can be readily quantified, such quantitative data should be related to cost data for computation of unit costs.

- (ii) Reasons why established goals were not met.
- (iii) Other pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.
- (c) The Grantee shall submit the performance or technical reports to A.I.D. and the Financial Status Reports covering the same period in the frequency established for the Financial Reporting of this Grant. A final technical or performance report shall be submitted within sixty days after the expiration date of this Grant.
- (d) Between the required performance reporting dates, events may occur that have significant impact upon the program. In such instances, the Grantee shall inform A.I.D. as soon as the following types of conditions become known:
 - (i) Problems, delays, or adverse conditions that will materially affect the ability to attain program objectives, prevent the meeting of time schedules and goals, or preclude the attainment of work units by established time periods. This disclosure shall be accompanied by a statement of the action taken, or contemplated, and any A.I.D. assistance needed to resolve the situation.
 - (ii) Favorable developments or events that enable time schedules to be met sooner than anticipated or more work units to be produced than originally projected.
 - (e) If any performance review conducted by the Grantee discloses the need for change in the budget estimates, the Grantee shall submit a request for budget revision in accordance with Attachment 4, Optional Standard Provision entitled "Revision of Grant Budget."
- (f) One copy of all reports shall be submitted to:

Project Officer
USAID/Niger
Department of State
Washington, D.C. 20521-2420
Cote d'Ivoire

2. Financial Reporting

This paragraph prescribes uniform reporting procedures for Grantees to: summarize expenditures made and A.I.D. funds unexpended for this Grant, report the status of A.I.D. cash advanced, request advances and reimbursement when the Letter of Credit (LOC) method is not used; and promulgates standard forms incident thereto.

(a) Financial Status Report

- (i) The Grantee shall use the standardized Financial Status Report, SF 269, to report the status of funds for all nonconstruction programs.

(ii) The report shall be on an accrual basis. If the Grantee's accounting records are not normally kept on the accrual basis, the grantee shall not be required to convert its accounting system, but shall develop such accrual information through best estimates based on an analysis of the documentation on hand.

(iii) The report shall be required quarterly only. A final report shall be required at the completion of the Grant.

(iv) The Grantee shall submit the Financial Status Report (original and two copies) no later than 30 days after the end of each specified reporting period for quarterly, and 90 days for final reports. The specified report period may be either its fiscal year, or the Government's fiscal year, or the yearly period commencing and ending on the last day of the month of the grant's anniversary.

(b) Federal Cash Transactions Report

(i) The Grantee shall submit a Federal Cash Transactions Report and its continuation form (SF 272 and 272A) for all funds advanced to the Grantee through either a letter of credit or periodic Treasury check. A.I.D. will use this report to monitor cash advanced to the Grantee and to obtain disbursement information for the Grant from the Grantee.

(ii) The Grantee shall forecast Federal cash requirements in the "Remarks" section of the report.

(iii) The Grantee shall report in the "Remarks" section the amount of cash advances in excess of three days' requirements in the hands of subgrantees and the amount of cash advances in excess of 30 days' requirements in the hands of non-U.S. subgrantees. The Grantee shall provide short narrative explanations of actions taken by the Grantee to reduce the excess balances.

(iv) Recipients shall submit not more than an original and one copy of the Federal Cash Transactions Report within 15 working days following the end of each quarter. A monthly report shall be submitted if the Grantee receives advances totaling \$1 million or more per year.

(c) The Grantee shall submit copies of all documents sent to PFM/FM/CMP/LC, AID/Washington, 20523 to:

Controller (A.I.D.)
USAID/Niger
Department of State
Washington, D.C. 20521-2420

Project Officer (A.I.D.)
USAID/Niger
Department of State
Washington, D.C. 20521-2420

(G) Indirect Cost Rate

"Pursuant to Clause No. 13 entitled, "Negotiated Indirect Cost Rates - Provisional," of Attachment 4, Optional Standard Provisions for U.S. Non-governmental Grantees, of this Grant, an indirect cost rate or rates shall be established for each of the Grantee's accounting periods which apply to this Grant. Pending establishment of revised provisional or final indirect cost rates for each of the Grantee's accounting periods which apply to this Grant, provisional payments on account of allowable indirect costs shall be made on the basis of the following negotiated provisional rate(s) applied to the base which is (are) set forth below:

<u>Type</u>	<u>Effective Period</u>		<u>Overhead Rate</u>
	<u>From</u>	<u>Through</u>	
Provisional	7/1/91	Until Amended	7.60%

Base of Application

Total direct costs less exchange fluctuations; less ocean freight; less non cash donations including agricultural commodities, ocean freight and contributions in-kind, and less U.S. Government Grants that due to legal restrictions do not permit indirect cost recovery.

H. Special Provisions

1. Title to Property

The Optional Standard Provision of this Grant entitled "Title to and Care of Property" (Cooperating Country Title) applies.

2. Language Requirement

French Language is required for all individuals engaged by the Grantee to perform activities under the Program Description, Attachment 2, at FSI level S-3/R-3.

3. Logistical Support: The following logistical support will be provided by A.I.D. or the Cooperating Country:

(a) Medical Facilities/Health Room Services: For U.S. citizens only. Attachment 6 entitled "Use of U.S. Embassy Niger, Health Unit by Non-Direct Grantee Employees," describes the policies and procedures for the use of the Health Unit, U.S. Embassy, Niger.

In addition to the criteria set forth in Attachment 6, access to the Embassy Health Unit is reserved for Grantee personnel with an anticipated in-country duration of two months or more. Otherwise, personnel shall be expected to use the facilities of the Gamkalley Clinic, if available, or other such facility.

(b) Accomodation Exchange: For U.S. citizens only.

(c) Pouch Facilities: For U.S. citizens only.

U.S. Grantee personnel are authorized to use the pouch facility for transmissions and receipt of up to a maximum of two pounds per shipment of correspondence and documents needed in the administration of the program description, Attachment 2. Personal mail (for U.S. citizen and authorized dependents) up to a maximum of one pound per shipment, except merchandise, parcels, magazines or newspapers, is authorized. Official and personal mail sent by pouch must be addressed as follows: Name (followed by the letter "C"), USAID/Niamey, Agency for International Development, Washington, D.C. 20253-0001

All other logistical support shall be provided for or arranged by the Grantee.

4. Relationship and Responsibilities: The Grantee shall implement activities under this Grant in coordination with cognizant AID Project Officer, USAID/Niger, and the Niger Ministry of Plan.

(a) Cooperating Country Liaison Officials: Niger Ministry of Plan Officials

(b) A.I.D. Liaison Officials: Mission Director, USAID/Niger, or his/her designee.

End of ATTACHMENT 1

PROGRAM DESCRIPTION

A. Background:

The CARE/Maradi Micro Enterprise Development Project (M/MED) represents the second phase of a successful three-year project initially launched with Government of Niger counterpart funds generated under AID's Agriculture Sector Development Grant (ASDG) Program. The ASDG policy reform program included rural credit, an important element of the CARE Project. The March 1990 mid-term evaluation found that progress realized in the growth of employment was evident at three levels: Creation of new jobs, reduction of unemployment and maintenance of existing jobs. There was also evidence of increased productivity in the manufacture of certain products. An update of that evaluation was carried out in December 1990 which indicated continued advances were being achieved.

AID's strategy in Niger focuses on policy support and other interim structural adjustment actions which will ultimately lay the groundwork for a broader income diversification strategy. M/MED is directly related through its efforts to diversify rural incomes and increase purchasing power. It is consistent with Africa Bureau DFA Action Plan strategic objectives for strengthening the environment for private sector-led growth and the potential for long-term productivity increases and it supports AID's microenterprise development targets.

B. Project Activities:

The importance of micro-enterprise development in the process of rural economic improvement was well established. Maradi is the most populous of Niger's departments and the commercial center of the country, an area where microenterprise development has considerable growth potential. M/MED will focus on six key activities:

1. A rural credit system to provide clients with resources for capital and equipment purchases. During phase two, the various systems necessary to enhance the development of a rural bank will be established. Maradi department authorities have already given approval for the creation of the bank. Since 1985, when Niger's national agricultural credit facility collapsed, rural credit has virtually dried up.
2. Appropriate technology development working with local producers and artisans to test and evaluate various technical processes and products with emphasis on products proven throughout the West African region.
3. Talent identification and technical training, both in individual and group sessions. CARE currently runs twenty-five different skill training programs in areas such as sewing, electronics, auto mechanics, etc. Sustainability is being addressed through low-cost yet effective technical approaches and other sustainable structures which could evolve into a department-wide technical training college. This module responds to needs associated with Niger's under and unemployed and recognizes the serious shortage of skilled technicians in Niger.

4. Management of an entrepreneurial development to identify promising local entrepreneurs and assist them in starting local enterprises. This includes business planning seminars on basic management tools needed to operate effectively, e.g., a tailor learning proper costing and pricing, contribution margin analysis and the importance of marketing.

5. Rural extension service using project agents who provide management advice, investigate and approve credit dossiers, identifying possible new business ventures, and create credit and technical training groups. The credit system relies heavily on agent involvement in evaluation and community participation. The number of agents will increase from nine to fifteen.

6. Economic surveys conducted semiannually of the economic structure of the region to help coordinate and evaluate the effects of the technical assistance and management training components.

C. Expected Outputs:

1. Systems for a department level rural credit facility formally established and functioning;
2. Businesses assisted/improved - 15,000;
3. New and appropriate technologies introduced - 50;
4. Technical assistance and training - 2,500;
5. Management and entrepreneurial training - 3,000;
6. Jobs created - 5,000;

To attain program goals, the Grantee shall provide personnel with the following qualifications:

D. Personnel:

Also, CARE's experience to date indicates that the following positions are necessary to ensure that the program will attain its goals:

1. Program Manager (1 Position) - Advanced degree in management and expertise in small industry development in developing countries. This post will be filled by a local hire in year four. The Program Manager is responsible for implementation and execution of the program.
2. Senior Technical Advisor (1 Position) - Degree or similar training in various technical fields and experience in small industry development. This post will be filled by a local hire in year four. The Senior Technical Advisor supervises technical activities; supervises appropriate technology department, and supervises and coordinates vocational training program.

3. Senior Technical Trainer (1 Position) - Degree or similar training in various technical fields and experience in training program design and evaluation in a rural milieu. This is a local hire position. The Senior Technical Trainer supervises all vocational training programs; coordinates vocational training; serves as technical writer of training modules; evaluates technical training; and supervises technical field agents.

4. Junior Technical Officers (3 Positions) - Experience in one or more technical fields and an ability and experience to work within the village milieu. The Junior Technical Officers provide technical advice to artisans; write technical training modules; evaluate vocational training activities in the field; identify technical training opportunities and identify technical training courses.

5. Senior Management Trainer (1 Position) - Degree or similar experience in management. Group training experience and knowledge of rural credit needs. This is a local hire position responsible for the development and implementation of management training for program clients. Responsibilities include identification of training needs, development of training modules and execution of training sessions. Reports to Program Manager.

6. Junior Management Agents (2 Positions) - Secondary school education plus business training and/or background in practical business skills. Trained by program in management and entrepreneurial training programs. Local hires with emphasis on an equal ratio of women and men. Responsible for dissemination of management training in the field. Works closely with Agent Supervisor and field agents to ensure clients receive appropriate management training. Implements field based training as necessary. Assists agent supervisor and field agents to identify client training needs. Reports to Senior Management Trainer.

7. Agent Supervisor (1 Position) - Secondary school education plus business training and/or background in practical business skills. Trained as agent and hired due to superior skills in field work. The Agent Supervisor supervises credit agents; supervises training and job creation numbers; monitors job creation numbers (activities in the field); reviews all credit dossiers and, with the credit officer, gives approval of dossiers.

8. Field Agents (15 Positions) - Secondary school education plus business training and/or background in practical business skills. Trained by program in small enterprise consulting and credit. Local hires with emphasis on an equal ratio of women and men. The Field Agents identify clients for credit; provide loans; monitor loans (are responsible to resolve non payment by clients); prepare loan dossiers; analyze loans to be disbursed for acceptability; identify training participants and training opportunities; and are responsible for liaisons with local authorities.

9. Credit Officer (1 Position) - Accounting and credit background and further training in rural credit systems. This is a local hire position. The Credit Officer supervises and approves all loans; monitors and prepares all financial records for loans; and manages loan portfolio.

10. Consultants - A team of skilled local and rural artisans, professionals and manufacturers to train and manage short course training programs. Emphasis on practical training and training skills and ability to write training modules. Local hires with emphasis on an equal ratio of women and men.

11. Project Leader (1 Position) - Maradi Women's Project - Guidian Roumji arrondissement. International hire. Degree in management with community development experience in developing countries. Responsible for Maradi Women's Project located in the Guidian Roumji arrondissement. Principal objective of the program is to improve women's economic conditions through the use of technical/management training and credit to start and/or improve their businesses. Additional emphasis is on applied research to understand needs and concerns of women in the region and to address needs through specific interventions. This project will collaborate closely with the Maradi Microenterprise Development Project and will ensure wider access by women to the project's activities.

The Project Leader is responsible for the implementation of the Women's Project. Responsibilities include design and implementation of project activities to ensure achievement of project objectives. Project Leader reports to the Microenterprise Program Manager who is responsible for the overall microenterprise interventions of the Women's Project. This post will be localized in the second year of the project.

12. Field Agents (8 Positions) - Maradi Women's Project - should have a secondary school education. Trained by Women's Project in concepts of rural credit and savings and community organizations. Operations research skills to identify economic opportunities for women provided by the project through short training courses.

Oversight responsibility for the program is provided by the Assistant Country Director for Programming, based in Niamey.

End of ATTACHMENT 2

1971C

AID 1350-1 (3-87)

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES

1. Cooperating Country
NIGER

2. PIO/T No.
683-0272-3-10043

3. Original or Amendment No.

4. Project/Activity No. and Title
CARE/Maradi
Microenterprise Development Project
683-0272

Page 1 of 12 Pages

DISTRIBUTION

5. Appropriation Symbol
72-111/21014

6. Budget Plan Code
GSSI-91-21683-KG13

7. Obligation Status
 Administrative Reservation Implementing Document

8. Project Assistance Completion Date (Mo., Day, Yr.)
July 01, 1996

9. Authorized Agent
REDSO/WCA

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)
N/A

Specific Support Grant

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
					\$3,000,000
	B. U.S.-Owned Local Currency				

3. Mission References

14A. Instructions to Authorized Agent This PIO/T authorizes REDSO/RCA to negotiate a Specific Support Grant with CARE for implementing the Microenterprise Development Project. The LOP funding of the SSG is estimated at 6,000,000 dollars for a period of 5 years. This PIO/T provides incremental funding for \$3,000,000.

Attachments 1. Program Description and F100035
2. Detailed Budget.

14B. Address of Voucher Paying Office
Controller, USAID/Niger, Niamey
Washington DC 20 523

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

The Project Officer certifies that the specifications in the statement of work or program description are technically adequate. Gregg Baker, ADO <i>Gregg Baker</i>	Phone No. 241	B. The statement of work or program description lies within the purview of the initiating office and approved agency programs. Louanne Douris, PROG/PDO	Date 7-11-91
	Date 7/10/91		
Stephen Haynes, ADO <i>SH</i>	Date 7/10/91	D. Funds for the services requested are available Pamela Calhoun	Date 8/6/91
Anthony <i>Anthony</i>	Date 7/16/91	Valee Dickson	Date 7/24/91

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

Signature _____ Date _____

17. For the Agency (Do not include in this section)
Ambassade
Signature _____ Date _____
Title Director USAID/Niger

AUG - 7 1991

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

RECEIVED
10 AUG 1991
Regional Office of Procurement
USAID - REDCO/WCA

13

1. Statement of work or program description for this project is described in Attachment No. _____
2. Special Provisions
3. Language Requirements (specify) French FSI S-3/R-3
(If marked, testing must be accomplished by AID to assure desired level of proficiency.)
4. Access to classified information will will not be required by technical specialists. (Indicate level) _____
5. Duty post(s) and duration of technical specialist(s) services at post(s) (months) _____
(See detailed Program Description)
6. Dependents will will not be permitted to accompany technical specialist(s).
Niamey and various parts of Niger
7. Geographic code applicable to procurement under this PIO/T is 000 808 835 841 Other (specify) _____
(If other than authorized in HB 1, Sup B, Chap 5, Para 5A1d, attach waiver(s).)
8. Salary approval(s) to exceed FS-1 salary ceiling are attached in process N/A.
9. Cooperating country acceptance of this project (applicable to AID/W projects only)
N/A has been obtained is in process is not applicable to services required by PIO/T.
10. Justification for use of external resources for consulting services is attached N/A.
- Clearance for procurement of ADP equipment, software, and services is attached in process N/A.
- OMB approval of any report to be completed by ten or more members of the general public under the statement of work is attached in process N/A.
- Participant training is is not being funded as part of this PIO/T.
- Requirement (contracts only) is recommended for small business set-aside SBA 8(a) Program neither.
11. Other (specify).

Provisions for Logistic Support	IN KIND SUPPLIED BY		FROM LOCAL CURRENCY SUPPLIED BY		TO BE PROVIDED OR ARRANGED BY SUPPLIER	N/A
	AID	COOPERATING COUNTRY	AID	COOPERATING COUNTRY		
(1) Office Space					X	
(2) Office Equipment					X	
(3) Housing and Utilities					X	
(4) Furniture					X	
(5) Household Appliances (Stoves, Refrig., etc.)					X	
(6) Transportation in Cooperating Country					X	
(7) Transportation To and From Country					X	
(8) Interpreter Services/Secretarial					X	
(9) Medical Facilities (Health Room) *	X					
(10) Vehicles (official)					X	
(11) Travel Arrangements/Tickets					X	
(12) Nightwatchman for Living Quarters						
(13) Accommodation Exchange *	X					
(14) Pouch *	X					
(15)						

* For U.S. Citizens only.

0. Provisions for Logistic Support (Continued)

B. Additional Facilities Available From Other Sources

Diplomatic pouch

PX

Commissary

Other (specify, e.g., duty free, entry, tax exemption)

The Principal Officer of the American Embassy in Niger has approved access to the American Recreation Association Commissary for U.S. Citizen Contractor and dependents hired under this contract.

Attachment A & B: Pouch 1st class, and Medical History and Examination for Foreign Service.

Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities

Implementation of project activities in coordination with USAID/Niger and the Ministry of Plan.

B. Cooperating Country Liaison Officials

C. AID Liaison Officials

USAID/Niamey Mission Director or his designee.

Background information (additional information useful to authorized agent)

See CARE/M/MED Project Paper Equivalent.

Summary of attachments that accompany the PIO/T (check applicable boxes)

A. Detailed budget estimate in support of increased funding (Block 12)

B. Evaluation criteria for competitive procurement (Block 14A)

C. Justification for procurement by other than full and open competition or noncompetitive assistance

D. Statement of work or program description (Block 18)

E. Waiver(s) justification(s), clearance(s), certification(s) (Block 19) (specify number _____)

ATTACHMENT NO. 1

PROGRAM DESCRIPTIONI. BACKGROUND

The CARE/Maradi Micro Enterprise Development Project (M/MED) represents the second phase of a successful three-year project initially launched with Government of Niger counterpart funds generated under AID's Agriculture Sector Development Grant (ASDG) Program. The ASDG policy reform program included rural credit, an important element of the CARE Project. The March 1990 mid-term evaluation found that progress realized in the growth of employment was evident at three levels: Creation of new jobs, reduction of unemployment and maintenance of existing jobs. There was also evidence of increased productivity in the manufacture of certain products. An update of that evaluation was carried out in December 1990 which indicated continued advances were being achieved.

AID's strategy in Niger focuses on policy support and other interim structural adjustment actions which will ultimately lay the groundwork for a broader income diversification strategy. M/MED is directly related through its efforts to diversify rural incomes and increase purchasing power. It is consistent with Africa Bureau DFA Action Plan strategic objectives for strengthening the environment for private sector-led growth and the potential for long-term productivity increases and it supports AID's micro enterprise development targets.

II. PROJECT ACTIVITIES

The importance of micro enterprise development in the process of rural economic improvement is well established. Maradi is the most populous of Niger's departments and the commercial center of the country, an area where micro enterprise development has considerable growth potential. M/MED will focus on six key activities:

(1) A rural credit system to provide clients with resources for capital and equipment purchases. During phase two, the various systems necessary to enhance the development of a rural bank will be established. Maradi department authorities have already given approval for the creation of the bank. Since 1985, when Niger's national agricultural credit facility collapsed, rural credit has virtually dried up.

(2) Appropriate technology development working with local producers and artisans to test and evaluate various technical processes and products with emphasis on products proven throughout the West African region.

(3) Talent identification and technical training, both in

individual and group sessions. CARE currently runs twenty-five different skill training programs in areas such as sewing, electronics, auto mechanics, etc.. Sustainability is being addressed through low-cost yet effective technical approaches and other sustainable structures which could evolve into a department-wide technical training college. This module responds to needs associated with Niger's under and unemployed and recognizes the serious shortage of skilled technicians in Niger.

(4) Management and entrepreneurial development to identify promising local entrepreneurs and assist them in starting local enterprises. This includes business planning seminars on basic management tools needed to operate effectively, e.g., a tailor learning proper costing and pricing, contribution margin analysis and the importance of marketing.

(5) Rural extension service using project agents who provide management advice, investigate and approve credit dossiers, identify possible new business ventures, and create credit and technical training groups. The credit system relies heavily on agent involvement in evaluation and community participation. The number of agents will increase from nine to fifteen in the second phase.

(6) Economic surveys conducted semiannually of the economic structure of the region to help coordinate and evaluate the effects of the technical assistance and management training components.

III. EXPECTED OUTPUTS

(1) Systems for a department level rural credit facility formally established and functioning;

(2) businesses assisted/improved - 15,000;

(3) new and appropriate technologies introduced - 50;

(4) technical assistance and training - 2,500;

(5) management and entrepreneurial training - 3,000;

(6) jobs created - 5,000;

IV. PERSONNEL, QUALIFICATIONS AND TASKS

To attain program goals, CARE will provide personnel with the following qualifications:

Program Manager (1) - Advanced degree in management and expertise in small industry development in developing countries. This position will be filled by a local hire in year four. The Program Manager is responsible for implementation and execution of the program.

Senior Technical Advisor (1) - Degree or similar training in various technical fields. Experience in small industry development. This post will be localized in year four of the second phase. The Senior Technical Advisor supervises technical activities; supervises appropriate technology department; and, supervises and coordinates vocational training program.

Senior Technical Trainer (1) - Degree or similar training in various technical fields. Experience in training program design and evaluation in a rural milieu. Local hire. The Senior Technical Trainer supervises all vocational training programs; coordinates vocational training; serves as technical writer of training modules; evaluates technical training; and, supervises technical field agents.

Junior Technical Officers (3) - Experience in one or more technical fields. Ability and experience to work within the village milieu. Local hire. The Junior Technical Officers provide technical advice to artisans; write technical training modules; evaluate vocational training activities in the field; identify technical training opportunities; and, identify local trainers for technical training courses.

Senior Management Trainer (1) - Degree or similar experience in management. Group training experience and knowledge of rural credit needs. Local hire. Responsible for the development and implementation of management training for program clients. Responsibilities include identification of training needs, development of training modules, and execution of training sessions. Reports to Program Manager.

Junior Management Agents (2) - Secondary school education plus business training and/or background in practical business skills. Trained by program in management and entrepreneurial training programs. Local hires with emphasis on an equal ratio of women and men. Responsible for dissemination of management training in the field. Works closely with Agent supervisor and field agents to ensure clients receive appropriate management training. Implements field based training as necessary. Assists agent supervisor and field agents to identify client training needs. Reports to Senior Management Trainer.

Agent Supervisor (1) - Secondary school education plus business training and/or background in practical business skills. Trained as agent and hired due to superior skills in field work. The Agent Supervisor supervises credit agents; supervises training and job creation numbers; monitors job creation numbers (activities in the field); reviews all credit dossiers; and, with the credit officer, gives approval of dossiers.

Field Agents (15) - Secondary school education plus business training and/or background in practical business skills. Trained by program in small enterprise consulting and credit. Local hires with emphasis on an equal ratio of women and men. The Field Agents

identify clients for credit; provide loans; monitor loans (are responsible to resolve non payment by clients); prepare loan dossiers; analyze loans to be disbursed for acceptability; identify training participants and training opportunities; and are responsible for liaisons with local authorities.

Credit Officer (1) - Accounting and credit background. Further training in rural credit systems. Local hire. The Credit Officer supervises and approves all loans; monitors and prepares all financial records for loans; and, manages loan portfolio.

Consultants - A team of skilled local and rural artisans, professionals and manufacturers to train and manage short course training programs. Emphasis on practical technical and training skills and ability to write training modules. Local hires with emphasis on an equal ratio of women and men.

Project Leader (1) - Maradi Women's Project - Guidian Roumji arrondissement. International hire. Degree in management with community development experience in developing countries. Responsible for Maradi Women's Project located in the Guidian Roumji arrondissement. Principle objective of the program is to improve women's economic conditions through the use of technical/management training and credit to start and/or improve their businesses. Additional emphasis is on applied research to understand needs and concerns of women in the region and to address needs through specific interventions. This project will collaborate closely with the Maradi Microenterprise Development Project and will ensure wider access by women to the Project's activities.

The Project Leader is responsible for the implementation of the Women's Project. Responsibilities include design and implementation of project activities to ensure achievement of project objectives. Project Leader reports to the Microenterprise Program Manager who is responsible for the overall microenterprise interventions of the Women's Project. This post will be localized in the second year of the project.

Field Agents (8) - Maradi Women's Project - Secondary school education. Trained by Women's Project in concepts of rural credit and savings and community organization. Operations research skills to identify economic opportunities for women provided by the project through short training courses.

Oversight responsibility for the program is provided by the Assistant Country Director for Programming, based in Niamey.

ATTACHMENT NO. 2

BUDGET**A. Financial Summary (Year One):**Year One
(\$)

Technical Assistance	1,250,000
Material and Equipment	97,000
Operations/Logistics	625,000
Training	300,000
Loan Fund	450,000
Evaluation/Monitoring	55,000
Indirect Costs (ICR)	223,000
TOTAL	3,000,000

B. Detailed Budget (LOP)**USAID/Niger Financed Inputs:**Life of Project
(Dols)

International Salaries	301,659
National Staff Salaries	1,177,519
International Benefits	99,547
National Staff Benefits	294,380
Quarters Allowance	136,263
R&R Home Leave	74,505
Post Adjustment	90,309
Education Allowance	38,440
Allowances (Local Staff)	229,003
Moving Costs	76,750
Office Supplies	91,836
Office FF&E	47,072
Communications	131,830
Facilities Rent	94,138
Utilities, Maintenance and Repair	80,772
Vehicle ops and Repair	565,570
Travel and Lodging	151,558
Training	630,613
M&E& Loan Fund	927,900
Vehicle Purchase	117,187
Consultants	92,625
RTA Service Charge	33,250
Insurance	30,724
Miscellaneous	41,716

Subtotal	5,555,166
ICR @8%	444,834
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TOTAL	6,000,000*

* - Please authorize pre-award expenses in the amount of \$370,000 starting July 1, 1991 until the Agreement award date.

ACTION: AID INFO: AME DCM 73

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TO RUEHC #8125 1842054
ZNR UUUUU ZZB
Z 032054Z JUL 91
FM SECSTATE WASHDC
TO AMEMBASSY MIAMI PRIORITY 8121
BT
UNCLAS STATE 218125

RECEIVED
5 JUL 91 05 30
USAM/AMEMB

LOC: 365
04 JUL 91 1
CN: 27087
CHRG: AID
DIST: AID

08

ACTION: CONT
INFO: DIR:DD
~~PROC~~
CHRON

AIDAC

DUE DATE: 07-10-91

P.O. 12356: N/A
TAGS:
SUBJECT: SS1 ALLOWANCE

1. APPROPRIATION 72-111/21014, BUDGET PLAN CODE GSS1-91-21683-KG17 (ALLOWANCE 181-50-683-00-69-11) INCREASED BY DOLLARS 3,002,000 FOR PROJECT 683-0272, CARE MARSH MICRO ENTERPRISE.

CARE

2. MISSION IS DELEGATED AUTHORITY FOR PID AND PF APPROVAL. FUNDS CANNOT BE DELEGATED UNTIL AID/A ADVISES MISSION THAT ON WAITING PERIOD HAS EXPIRED.

3. ADVICE OF ALLOWANCE FOLLOWS. BAKER

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ATTACHMENT 3

ACTION MEMORANDUM TO THE DIRECTOR

FROM: L. Douris, PROG 
SUBJECT: Justification for Non-Competition Award

Problem: USAID/Niger requests approval of a non-competitive award for a specific support grant with CARE to undertake the proposed Maradi Microenterprise Development Project as described in attachments I and II.

Discussion: As per the criteria contained in Handbook 13, Chapter 2, paragraph 2.B, an exception for non-competitive procurement for the conduct of this study is justified based on the following criteria:

1. The proposal was not solicited by AID;
2. CARE is considered to have predominant capability based on experience and technical competence in the area of microenterprise development.
3. CARE has accumulated considerable experience throughout Africa, Asia and Latin America in microenterprise development. During the past three years, they utilized a variety of mechanisms in Niger that had been successful in similar projects in other countries. CARE has tested their effectiveness in the Maradi setting, adapted those that proved useful, and rejected those that did not. This has led to a general streamlining of systems as well as the addition or dropping of specific activities. Overall, the CARE initiative has been a success and the Mission is pleased to provide its support for phase two.

M/MED is a follow-on to a pilot effort begun by CARE using counterpart funds generated by USAID/Niger's policy reform based Agriculture Sector Development Grant, No. 683-0246. All of the funds will be under the direct control of CARE. Therefore, Mission certification, ex-121(d), is not required.

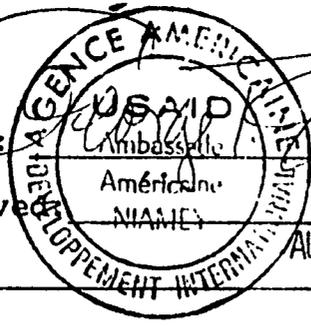
4. As it will appear in the Mission's upcoming FY 92 Assessment of Program Impact, the CARE/Maradi Microenterprise Project will help USAID/Niger achieve Strategic Objective Number 2 (to increase the scale, diversity and efficiency of agro-pastoral markets), Target 2.6 (to develop pilot village credit union system to mobilize savings and provide access to credit), particularly in terms of increasing the number of small enterprises started by participants in training, and the number of new small enterprise employees.

Recommendation: Based on the above discussion, it is recommended that you concur with this request for a non-competitive award.

Approved: _____

Disapproved: _____

Date: _____



AUG - 7 1991

Draft: GBaker, ADO

Clear: SHaynes, ADO SHH

PCallen, CONT PC

for AVodraska, EXO AV

VDickson-Horton, D/DIR VDH

Date: 7/10/91

Date: 7/15/91

Date: 7/16/91

Date: 7/21/91