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ADS Supplementary Reference: 202
(202.6.2a)

EXAMPLE 1

BASIC IMPLEMENTATION LETTER
STRATEGIC OBJECTIVE AGREEMENT

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

AGENCE AMERICAINE POUR LE DEVELOPPEMENT INTERNATIONAL

International Postal Address:
USAID
B.P. 13300
Niamey
Republique du Niger

Tel: (227) 73-35-08



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Washington, DC
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PIL No. 683-0280/0281-01

The Minister
Ministry of Public Health
Niamey, Niger

Subj: Management of the Population and Health Services Support Strategic Objective Agreement (PHSS, 683-0280/0281)

Ref: Niger Population and Health Service Support Strategic Objective Agreement, attached.

Dear Mr. Minister:

I have the honor of providing additional information which will assist the Government of Niger in achieving the results envisioned under the subject Strategic Objective Agreement (SOAG) for population and health (S.O.1). This letter also highlights certain procedures to be followed in accordance with the provisions of the SOAG. Nothing in this letter alters the scope of the SOAG or the terms of the specific sections herein referred to or explained. This letter may be supplemented or modified by subsequent Implementation Letters as necessary.

1. As noted in Article 2 of the SOAG, all activities will be governed by the four core values of customer focus, results orientation, empowerment and accountability, and teamwork and participation. While some of these issues will be expanded below, a brief discussion of the importance of each of these to the implementation is as follows:
 - (a) Customer Focus: All of the activities under this agreement will focus on customers. In this context, customers are the people of Niger who benefit from the achievement of the strategic objective. Customers will be intimately involved in every aspect of the design, implementation and evaluation of each activity. They will be included as members of all implementation teams.

- (b) Results Orientation: Activities undertaken within the framework of this SOAG are to have tangible, measurable results. Any activity that does not achieve the desired result will be modified or discontinued. Evaluation of project impact will not focus on the activities undertaken, such as the number of workshops, but on the impact these activities have had on the lives of the customer.
- (c) Empowerment and Accountability: To achieve these results, at every level, individuals must have the authority to make decisions and to act, and must also be held accountable for the results of their decisions and actions. This is entirely in accordance with the decentralization initiatives of the Government of Niger (GON).
- (d) Teamwork: All activities will be undertaken in teams. Some of the management teams are listed in the paragraphs to come, but this is a principle that will pervade all activities under the SOAG.
2. The primary management entity governing all activities will be the Strategic Objective Team, established by Ministerial Arreté in February. All issues of substance will be brought before this team for review and approval. In addition, we have established a Strategic Objective Management Team within USAID/Niamey to handle the day to day management of USAID responsibilities under the grant. You are invited to send a member to the working meetings of this USAID team.
3. You are requested to designate persons with the authority to act as representatives of the GON for official correspondence regarding the grant, and for signing funding documents for procurement of goods and/or services under this grant. This person should be a participant on the Strategic Objective Team described in Paragraph No. 2 above.
4. Several different types of procurement are foreseen under this SOAG:
- (a) Bilateral Procurement follows well known procedures whereby both USAID and the Government of Niger sign the document setting funds aside for the procurement of specific goods and/or services. These documents will be reviewed by the entire strategic objective team, and will be signed by the representative of the GON and the USAID/Niamey Mission Director or his designee.
- (b) In certain cases, USAID procures technical assistance or commodities through previously established contracts that are managed in Washington. In these cases, USAID/Niamey fund allowances are transferred to USAID/Washington, to be applied to existing contracts in support of the SOAG in Niger. Scopes of Work for these activities and procurement lists of commodities (primarily contraceptives and medications) will be reviewed and approved by the Strategic Objective Team, as described in paragraph 2, but the specific funds will not be added to this grant by amendment. While these individual funding documents will not be signed by the representative of the GON, the Strategic Objective Team, including representatives of the GON, will approve the annual work plan, individual budgets, individual

statements of work for technical assistance, and specifications and quantities of commodities to be procured using this mechanism.

(c) Certain activities will be funded directly by USAID/Washington, and are additive to the amounts contained in the SOAG. For the most part, these funds will go to Non-Governmental Organizations. These activities will also be reviewed by the Strategic Objective Team to ensure that they are supportive of the GON Health Plan and USAID/Niger's Strategic Plan.

5. In a number of instances in the SOAG and its attached Amplified Program Description, some of the targets are described as being to be determined. This has been done because a final selection of the target districts has not been made, and the exact targets cannot be specified until after district selection. Following selection of the districts, these targets will be included in the first amendment to this SOAG, which will also be used to provide Fiscal Year 1996 funding to the agreement.
6. Since the obligation and disbursement of future funds, both for the SOAG and the transfers described above, are dependent on progress towards the mutually agreed upon Strategic Objective, a very important part of the program is the evaluation, monitoring and reporting of progress made. The Strategic Objective Team will establish a subcommittee to monitor program performance on at least an annual basis. When appropriate, independent appraisals will be carried out, financed by funds earmarked under this grant for evaluation. In addition to measuring progress, the annual evaluations will provide an opportunity to make necessary adjustments in the implementation of the program.
7. While the SOAG foresees the availability of Budget Support assistance, none is included in the first tranche of funding. Such funds, if they are deemed appropriate, will be made available under subsequent amendments to the SOAG, which will also provide details of specific conditionalities.

Please acknowledge, by signing below, receipt and approval of this Program Implementation Letter. I would like to take this opportunity to express my pleasure at beginning this new activity of cooperation between the Government of Niger and the United States Agency for International Development.

Sincerely,

James M. Anderson
Director
USAID/Niger

Concurrence:

By: _____

Title: _____

Date: _____

Draft: PHN:DBlumhagen
Clear: PHN:CHabis
DIO:KSimmons
PROG:GMerritt
CONT:JKatt
RLA:RJohnson

_____ date _____
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