



UNITED STATES OF AMERICA

AGENCY FOR INTERNATIONAL DEVELOPMENT

REGIONAL ECONOMIC DEVELOPMENT SERVICES OFFICE WEST AND CENTRAL AFRICA



PD-ABL 715

UNITED STATES ADDRESS
ABIDJAN (REDSO)
DEPARTMENT OF STATE
WASHINGTON, D. C. 20521 - 2010

INTERNATIONAL ADDRESS
REDSO/WCA
C/O AMERICAN EMBASSY
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JAN 11 1993
SECTION

June 7, 1993

Mr. C. Payne Lucas
AFRICARE
Africare House
440 R Street N.W.
Washington, D.C. 20001

Subject: Grant No. 624-0463-G-00-3055-00

Dear Mr. Lucas:

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 Africare (hereby referred to as "Africare" or "Grantee"), the sum of \$243,350 to provide support for a program to develop business guides for the Chamber of Commerce, Industry and Agriculture (CCIA) of Guinea Bissau, as 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 project objectives during the period beginning October 1, 1992 and ending September 30, 1993.

Preaward costs not exceed \$79,667, as detailed in attachment 4 are eligible for reimbursement under this grant. These costs are included in the total grant amount of \$243,350.

This Grant is made to Africare on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1 entitled the Schedule, Attachment 2 entitled "Program Description", and Attachment 3 entitled "Standard Provisions and Optional Standard Provisions for Non-U.S., Non-governmental Grantees," which have been agreed to by your organization.

BEST AVAILABLE DOCUMENT

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Please sign the original and each copy of this letter to acknowledge your receipt of the grant, and return the original and all but one copy to the A.I.D. Grant Officer indicated below.

Sincerely,



Steven G. Wisecarver
Grant Officer

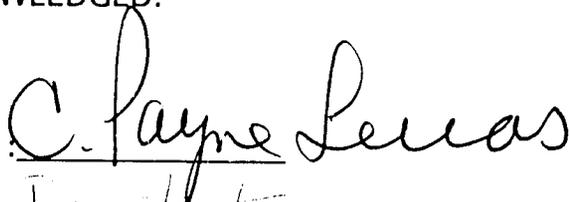
Attachments:

1. Schedule
2. Program Description
- ~~3. Mandatory Standard Provisions, and Optional Standard Provisions for Non-U.S. Non-governmental Grantees~~

ACKNOWLEDGED:

Africare

By



Title

: President

Date

: 1/6/13

FISCAL DATA

Appropriation	: 72-11X1014
Budget Plan Code	: GSSX-91-21657-KG12
RCN	: Z220094
PIO/T No.	: 657-0463-3-10039
Project No.	: 698-0463.57
Total Estimated Amount:	: \$243,350
Total Obligated Amount:	: \$243,350
Paying Office	: FA/FM/CMP/LC (AID/W)
Technical Office	: GDO/USAID/Bissau
Letter of Credit No.	: 72001303

A. Purpose of Grant

The purpose of this Grant is to research, write, and design a "camera-ready" manuscript for each of five (5) manuals/guides for use by the Chamber of Commerce, Industry, and Agriculture of Guinea-Bissau, as more specifically described in Attachment 2 to this grant entitled "Program Description" and in the grantee proposal which is hereby incorporated into and made part of this grant. In case of any inconsistency between the grantee's proposal and the terms and conditions of this Grant, the latter shall take precedence.

B. Period of Grant

1. The effective date of this Grant is October 1, 1992. The expiration date of this Grant is September 30, 1993.
2. Funds obligated hereunder are available for program expenditures for the entire estimated period of grant, as shown in the Grant budget below.

C. Amount of Grant and Payment

1. A.I.D. hereby obligates the amount of \$243,350 for purposes of this Grant.
2. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3 - Optional Standard Provision 2 entitled, "Payment - Letter of Credit."

d. Grant Budget

The following is the Grant Budget, including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with Standard Provision 4 of the Grant, entitled "Revision of Grant Budget."

Illustrative Budget
(09/22/92)-(09/30/93)

<u>Cost Element</u>	<u>Amount</u>
A. Salaries and Wages	\$ 51,930
B. Benefits/Recruiting	\$ 16,126
C. Consultants	\$ 22,750
D. Per Diem, Travel, Subsistence, and Relocation	\$ 64,584
E. Training	\$ 5,600
F. Other Direct Costs (Level I)	\$ 9,515
G. Equipment and Supplies (Level II)	\$ 28,650
H. Level I Indirect Costs	\$ 40,768
I. Level II Indirect Costs	<u>\$ 3,427</u>
TOTAL ESTIMATED	\$243,350

E. Reporting and Evaluation

1. Monitoring and Reporting Program Performance:

- (a) The Grantee shall monitor the performance under the Grant and, where appropriate, ensure that time schedules are being met, project 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:

- i. 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 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 performance or technical report shall be submitted within thirty (30) 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.
- f. All reports shall be submitted to:

Grant Officer
REDSO/WCA/Office of Procurement
Abidjan (AID) and
Department of State
Washington, D.C. 20521-2010

Project Officer

GDC/USAID/BISSAU
Department of
State
Washington, D.C.
20520-2080

2. Financial Reporting

This paragraph describes uniform reporting procedures for grantees to: summarize expenditures made and A.I.D. funds unexpended, report the status of A.I.D. cash advanced, request advances and reimbursement when the letter of credit method is not used; and promulgates standard forms incident thereto.

(1) Financial Status Report

- (a) The grantee shall use the standardized Financial Status Report, SF 269, to report the status of funds for all nonconstruction programs.
- (b) 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.
- (c) The report shall be required quarterly only. A final report shall be required at the completion of the Grant.
- (d) 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 after the completion of this Grant for final reports.

(2) Request for Advance or Reimbursement

- (a) The Request for Advance or Reimbursement, SF 270 or SF 1034 Voucher for Services Other Than Personal is the required form for all nonconstruction programs when letter of credit or periodic treasury check advance methods are not used.

(b) Recipients are authorized to submit requests for advances and reimbursement at least monthly when letters of credit and periodic Treasury check advances are not used. Recipients are not required to submit more than the original and two copies of the request for Advance or Reimbursement.

F. Indirect Cost Rate

Pursuant to Clause No. 14 entitled, "Negotiated Indirect Cost Rates - Provisional (Nonprofits)," of the Optional Standard Provisions 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>Rate</u>	<u>Period</u>	<u>Base</u>
Level I Indirect Costs	23.91 %	Until Amended	See Note 1/
Level II Indirect Costs	11.96 %	Until Amended	See Note 2/

1/ Personnel, travel and allowances, training and other direct costs

2/ Supplies, equipment and construction costs

F. Title to Property

Standards provisions related to title to and use of property are included in Attachment 3, Optional Standard Provision 22, "Title to and Use of Property (U.S. Government Title).

All project equipment, office equipment/furnishings, and household furnishings purchased by the project will be transferred to USAID/Bissau at the end of project to be used to support other activities supporting of the USAID program in Guinea-Bissau.

H. Authorized Geographic Code

The grantee shall procure goods and services financed by this Grant in accordance with Attachment 3, Optional Standard Provision 7. "Procurement of Goods and Services" and 8 "A.I.D. Eligibility Rules for Goods and Services." All goods and services shall have their source origin and nationality only in A.I.D. Geographic Code (935), except as specifically approved by the A.I.D. Grant services shall have their source origin and nationality only in A.I.D. Geographic Code (935), except as specifically approved by the A.I.D. Grant Officer or as A.I.D. may otherwise agree in writing.

I. Special Provisions

1. Medical Clearances: All of the grantee's personnel must be medically fit for service in the Cooperating Country.
2. Logistical Support: The Grantee shall provide all logistical support.
3. Relationship and Responsibilities: The grantee will be responsible to Dennis Baker, GDO/USAID/BISSAU or his designee. The host country liaison officials for the Government of GUINEA BISSAU are to be determined.

J. Standard Provisions

Attachment 3 to this grant, the "Mandatory Standard Provisions For U.S., Nongovernmental Grantees" are applicable to this grant. The following "Optional Standard Provisions For U.S., Nongovernmental Grantees," found in Attachment 3 to this Grant, are applicable:

2. Payment - Letter of Credit
5. Air Travel and Transportation
7. Procurement of Goods and Services
8. AID eligibility Rules for Goods and Services
9. Subagreements
10. Local Cost Financing
12. Publications
14. Negotiated Indirect Cost Rates - Provisional (Nonprofits)
16. Regulations Governing Employees
22. Title to and Care of Property (US Governmental title)
26. Conversion of United States Dollars to Local Currency
27. Public Notice
28. Rights in Data

End of ATTACHMENT 1

PROGRAM DESCRIPTION

I. BACKGROUND

The Chamber of Commerce, Industry, and Agriculture (CCIA) of Guinea-Bissau was founded in 1987 as a voluntary organization of businesses and business operators. the purpose of the CCIA is to improve the quality of life for all Guinea-Bissauans through its various private initiatives.

One CCIA objective is to assist its members' businesses to grow and prosper. In this regard the CCIA leadership feels it has a fundamental obligation to inform and educate its members regarding modern business practice, including how to fulfill the legal modern business practice, including how to fulfill the legal obligations of operating their businesses in Guinea-Bissau.

The CCIA currently has a national membership of 550 small to medium-sized business operators grouped into seven regional delegations: Bissau, Bafata, Gabu, Catio, Bolama, Canchungo, and Farim. In August 1992 the CCIA initiated a nationwide survey of its membership to construct baseline data and to determine more concretely member needs and aspirations. Africare will use relevant data from the membership survey in the development of the manuals/guides.

Most of what is currently known about CCIA membership has been gleaned from casual observations by those familiar with private sector business operators. Many of these individuals operate their businesses without the knowledge of the commercial codes, banking/credit, accounting/bookkeeping, and other pertinent information which effect the profitability and legal stature of their business activities.

These operators employ over 1,500 people to manage and maintain their business activities. These employees look to their bosses for guidance on commercial and legal (e.g. tax obligations, licenses, etc.) matters; however, these employees, as with the operators themselves, know little about modern business practices or government regulations.

Due to the lack of funds for administrative and technical support the CCIA has been constrained to develop effective informative and educational materials. If properly armed with such materials the CCIA pledges to wage a war against "the continuing ignorance of modern business practices" on the part of its membership and the private sector-at-large.

Under Phase I Africare proposes to research, write, and design a "camera-ready" manuscript for each of five (5) manuals/guides for use by the CCIA and its regional delegations.

II. GOALS

The goal of Africare's "How-to" Business Guides Project is to modernize business practices in Guinea-Bissau. The principal beneficiaries of the project are the Chamber of Commerce, Industry and Agriculture (CCIA) of Guinea-Bissau members.

During Phase I of the project Africare proposes to research, write, and design the content of five (5) "how-to" manuals/guides for the CCIA. The final product of the project will be a "camera-ready" manuscript for each of the five manuals/guides. The project will coordinate information and activities with other USAID/Bissau related activities financed under the Implementation Policy Change (IPC) Project, implementation the Trade and Investment Promotion Services (TIPS) Program, Human Resource Development Assistance (HRDA), and Project Development and Support (PD&S) funds.

The primary purpose of the project is to provide the CCIA with an essential mechanism to achieve its strategic goal to attract and sustain members well versed in modern business practices across a broad spectrum of the private sector. These manuals/guides and their eventual by-products will form an integral part of the CCIA effort to sustain and educate its membership as well as attract new members.

Additional phases, not included under this proposal, would include the publication and distribution of the manuals/guides as well as the design and conduct of specific training courses focussed on the topic outline of the each manual/guide.

The envisioned by-products, to be produced during future phases, include texts for radio and television announcements, articles in the local press as well as introductory seminars to the manuals and targeted business courses in each of seven regions in Guinea-Bissau. The latter of which will be coordinated with the CCIA and its regional delegations in Bissau, Bafata, Gabu, Catio, Bolama, Canchungo, and Farim.

The Secondary purpose of the project is to introduce the Guinea-Bissau private sector to the basic concepts and skills commonly associated with modern business practice as well as offer existing and aspiring business operators a series of practical reference guides to conducting business in Guinea-Bissau.

III. PROGRAM DESCRIPTION

Phase I of the project will hire a multi-disciplinary (e.g. business law, accountancy, tax law, etc.) team of long and short-term, local and international personnel to research, write, and design the camera-ready manuscripts. Research for the project will include a review of business-related training materials available or in production by Guinea-Bissau, Brazilian, Portuguese, and/or Lusophone Africa public and private training institutions and international donors.

The project will coordinate information and activities with other USAID/Bissau related activities financed under the Implementation Policy Change (IPC) Project, The Trade and Investment Promotion Services (TIPS) Program, Human Resource Development Assistance (HRDA), and Project Development and Support (PD&S) funds.

Africare will reinforce its collaborative approach with the CCIA during this phase through (a) completing a needs assessment of approximately 10% of the CCIA membership nationwide, (b) field testing of the manuals/guides in four CCIA regional delegations (Canchungo, Catio, Bafata, and Bissau), and (3) establishing a series of quality control checks.

The business skills and information needs assessment will assist Africare determine subject areas to be treated in the manuals/guides. Once the text and illustrations have been developed for each subject, the project will conduct eight field test for each manual/guide to determine clarity of presentation, language usage, coherency between text and illustrations, comprehension, usefulness of the format, and other variables. Four field tests of approximately 60 people each will be conducted for each the Portuguese and Crioulo versions of each manual/guide.

The pre-determined, period quality control checks will reduce, if not eliminate entirely, the risk of the proposed final product being other than that which the CCIA considers useful for its membership. The quality control checks to be performed by the CCIA president or the secretary general, or their designates, are as follows:

- (1) **Topic Outlines.** Early into the research for each manual/guide the project will present the CCIA leadership and the regional delegations participating in the field testing with a topic outline to be treated for that manual/guide. The CCIA designate will review and offer written comment on each outline. Africare will integrate CCIA suggestions into the outlines.

The CCIA leadership feels that the first manual/guide focus on the creation and maintenance of a sound financial tracking system (e.g. accounting, recordkeeping, etc.) for the business operator. From a training perspective though the first manual/guide should focus on how to develop a successful small business. Africare proposes simultaneous development of both topics for the first two manuals/guides.

- (2) **First Draft (Text Only)** Africare will present the CCIA with a first draft of the proposed written text for each manual/guide. The CCIA designate must review and offer written comments on the first draft for which Africare will integrate into the second draft.
- (3) **Second Draft (Text and Format)** Africare will present the CCIA with a second draft containing text as well as a proposed format for the organization of text and illustrations. The CCIA designate must review and offer written comments on the second draft within two weeks. Africare will integrate comments as feasible.
- (4) **Third Draft (Text, Format, and Illustrations)** Africare will present the CCIA with a third draft containing text in the approved format as well as illustrations/graphics to accompany the text. The CCIA designate must review and offer written comments on the third draft within two weeks. Africare will edit text and modify the format as feasible.
- (5) **Field Tested Draft** Africare will jointly field test the CCIA approved third draft of each manual/guide with four CCIA regional delegations inclusive of Bissau. Africare will edit text and illustrations as well as the format based on the results of the field test. The field tested draft will be presented to the CCIA designate for review.

- (6) **Camera Ready First Copy** From the field tested draft Africare will prepare a camera-ready copy of each manual/guide for presentation to the CCIA. The CCIA designate will review the manual/guide and provide his/her written comments within two weeks. At this stage however comments should be minimal, if any.
- (7) **Camera Ready Final Copy** Africare will prepare three camera-ready copies of each manual/guide. The CCIA designate will initial each page of two be copies (one for the CCIA the other for Africare). The third copy will be for the printer.

Africare will develop a standard format for all five manual/guides. The standard format will allow the CCIA to easily update individual sections in the future. Updated editions will be necessary as the policy and regulatory environments change in Guinea-Bissau.

The texts for the manuals/guides will be easy to read Portuguese for target audiences with primary school educations. In addition, a Criolo translation of each manual will be field tested. Where appropriate, material will be presented in a question and answer format. The test for each manual/guide will be supported by graphics and illustrations as much as possible.

Likewise, Africare will develop for some manuals/guides "walking-through" sections. For example, a section on how to register your business would include not only examples of the various municipal, state, and national registration forms, but also where to obtain them and in which order they should be completed (e.g. Department B will not accept Form 123 unless approved and stamped by the Section Chief of Department PQ).

The end of each manual/guide will include a resource directory for further assistance available in Guinea-Bissau including the regional delegations of the CCIA. Each reference will be thoroughly checked as to the kind and quality of service offered, phone numbers, addresses, etc. Addresses will include postal box as well as street directions where applicable.

Each manual/guide will contain approximately 30 pages, but not more than 45 including cover, models, checklists and resource directory. The paper, size A-4 or equivalent, will be chosen from stock that is resistant to wear and slightly textured in appearance--and available locally. The manual/guide cover will carry the CCIA "logo" and name as well as reference and credits to Africare and USAID/Bissau.

Africare will present a rough draft, of the text and illustrations for the first manuals/guides to the CCIA for comment. The project will revise the rough draft based on comments by the CCIA and a field test in Canchungo. The rough draft will be presented in the form of computer-generated hard copies. The computer format for actual printing (i.e. Mackintosh or IBM/PC, word processing or desktop publishing) will be determined upon selection of the printing house.

Africare will begin the How-to Business Guides Project on or about 1 October 1992 with the research on Manual/Guide # 1 focussing on how to develop a successful small business in Guinea-Bissau and Manual/Guide # 2 on the creation and maintenance of a sound financial tracking system. Proposed topics for the remaining manuals/guides include

Manual/Guide #3 How to Fulfill Your Tax Obligation in Guinea-Bissau

Manual/Guide #4 Small Business Guide to Importing and Exporting in Guinea-Bissau

Manual/Guide #5 To be determined based on the CCIA membership survey, needs assessments, and field testing of the other manuals/guides.

Africare will submit to USAID/Bissau quarterly progress reports outlining the status of the project, problems and constraints to progress, accomplishments, and planned activities.

END OF PROGRAM DESCRIPTION - ATTACHMENT 2

BEST AVAILABLE DOCUMENT

PREAWARD COSTS

These preaward costs are eligible for reimbursement under this grant.

1.	Project Editor/Coordinator (2 months salary plus benefits)	\$ 7,050
2.	Household Furnishings	\$ 15,000
3.	Housing Rental (one year)	\$ 18,000
4.	Freight	\$ 2,700
5.	Office Furniture	\$ 1,750
6.	Project Equipment (generator/ laser printer/UPS Unit)	\$ 19,500
	Total Direct Costs	\$ 64,000
	Indirect Costs	\$ 12,547
	$1 + 2 + 3 + 4 = \$42,750 \times 29.35\%$	
	$5 + 6 = \$21,250 \times 14.68\%$	\$ 3,120
	Total Preaward Costs	\$ 79,667

HOW-TO BUSINESS GUIDES PROJECT--PHASE I
an Unsolicited Proposal submitted to USAID/Bissau
by Africare, Inc.

Project Summary

The goal of Africare's "How-to" Business Guides Project is to modernize business practices in Guinea-Bissau. The principal beneficiaries of the project are the Chamber of Commerce, Industry and Agriculture (CCIA) of Guinea-Bissau and its members.

During Phase I of the project Africare proposes to research, write, and design the content of five (5) "how-to" manuals/guides for the CCIA. The final product of the project will be a "camera-ready" manuscript for each of the five manuals/guides. The project will coordinate information and activities with other USAID/Bissau related activities financed under the Implementation Policy Change (IPC) Project, the Trade and Investment Promotion Services (TIPS) Program, Human Resource Development Assistance (HRDA), and Project Development and Support (PD&S) funds.

The primary purpose of the project is to provide the CCIA with an essential mechanism to achieve its strategic goal to attract and sustain members well versed in modern business practices across a broad spectrum of the private sector. These manuals/guides and their eventual by-products will form an integral part of the CCIA effort to sustain and educate its membership as well as attract new members.

Additional phases, not included under this proposal, would include the publication and distribution of the manuals/guides as well as the design and conduct of specific training courses focussed on the topic outline of the each manual/guide.

The envisioned by-products, to be produced during future phases, include texts for radio and television announcements, articles in the local press as well as introductory seminars to the manuals and targeted business courses in each of seven regions in Guinea-Bissau. The latter of which will be coordinated with the CCIA and its regional delegations in Bissau, Bafatá, Gabú, Catió, Bolama, Canchungo, and Farim.

The secondary purpose of the project is to introduce the Guinea-Bissau private sector to the basic concepts and skills commonly associated with modern business practice as well as offer existing and aspiring business operators a series of practical reference guides to conducting business in Guinea-Bissau.

Africare proposes a (twelve month) implementation schedule and \$253,500 budget for Phase I of the How-to Business Guides Project. At the close of the project Africare will return approximately \$39,000 in project equipment and furnishings to USAID/Bissau for

use to support its program strategy in Guinea-Bissau. The net cost to USAID/Bissau for this project is \$214,500.

Project Background

The Chamber of Commerce, Industry, and Agriculture (CCIA) of Guinea-Bissau was founded in 1987 as a voluntary organization of businesses and business operators. The purpose of the CCIA is to improve the quality of life for all Guinea-Bissauans through its various private sector initiatives.

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Project Implementation

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Africare proposes to develop a standard format for all five manuals/guides. The standard format will allow the CCIA to easily update individual sections in the future. Updated editions will be necessary as the policy and regulatory environments change in Guinea-Bissau.

The texts for the manuals/guides will be easy to read Portuguese for target audiences with primary school educations. In addition,

a Criolo translation of each manual will be field tested. Where appropriate, material will be presented in a question and answer format. The text for each manual/guide will be supported by graphics and illustrations as much as possible.

Likewise, Africare will develop for some manuals/guides "walk-through" sections. For example, a section on how to register your business would include not only examples of the various municipal, state, and national registration forms, but also where to obtain them and in which order they should be completed (e.g. Department B will not accept Form 123 unless approved and stamped by the Section Chief of Department PQ).

The end of each manual/guide will include a resource directory for further assistance available in Guinea-Bissau including the regional delegations of the CCIA. Each reference will be thoroughly checked as to the kind and quality of service offered, phone numbers, addresses, etc. Addresses will include postal box as well as street directions where applicable.

Each manual/guide will contain approximately 30 pages, but not more than 45 including cover, models, checklists and resource directory. The paper, size A-4 or equivalent, will be chosen from stock that is resistant to wear and slightly textured in appearance--and available locally. The manual/guide cover will carry the CCIA "logo" and name as well as reference and credits to Africare and USAID/Bissau.

Africare will present a rough draft of the text and illustrations for the first manuals/guides to the CCIA for comment. The project will revise the rough draft based on comments by the CCIA and a field test in Canchungo. The rough draft will be presented in the form of computer-generated hard copies. The computer format for actual printing (i.e. Macintosh or IBM/PC, word processing or desktop publishing) will be determined upon selection of the printing house.

If the research and design for the first two manuals/guides extends beyond October 1992 the project proposes to present the CCIA with several of the most recent draft copies for display during the Annual Congresso to be held during November 1992.

Africare proposes to begin the How-to Business Guides Project on or about 01 September 1992 with the research on Manual/Guide #1 focussing on how to develop a successful small business in Guinea-Bissau and Manual/Guide #2 on the creation and maintenance of a sound financial tracking system. Proposed topics for the remaining manuals/guides include

Manual/Guide #3	How to Fulfill Your Tax Obligation in Guinea-Bissau
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Manual/Guide #4 Small Business Guide to Importing and Exporting in Guinea-Bissau

Manual/Guide #5 To be determined based on the CCIA membership survey, needs assessments, and field testing of the other manuals/guides.

Africare will submit to USAID/Bissau quarterly progress reports outlining the status of the project, problems and constraints to progress, accomplishments, and planned activities.

Budget

All project equipment, office equipment/furnishings, and household furnishings purchased by the project will be transferred to USAID/Bissau at the end of project to be used to support other activities supporting of the USAID program in Guinea-Bissau. See attached budget worksheet.

AFRICARE "HOW-TO" BUSINESS GUIDES PROJECT BUDGET
 Twelve Months Budget Beginning September 1992

COST

CENTER DESCRIPTION TOTAL

I. SALARIES

6011 Headquarters Staff
 Program Manager @% 2000

Sub-total Headquarters Staff 2000

6012 Expatriate Staff
 Resident Representative @ 5% 2050
 Administrative Assistant @ 10% 2400
 Project Editor/Writer/Coord. 30000

Sub-total Expatriate Staff 34450

6021 Local Hire Staff
 Driver 3000
 Research Assistant 6000

Sub-total Local Hire Staff 9000

6031 Temporary Employees
 Office Temps 2400
 Translator (@ page basis) 4080

Sub-total Temporary Employees 6480

6041 Consultants
 Commercial Law 3500
 Accounting 5250
 Import/Export 3500
 SBA Specialist 3500
 Illustrator 3500
 Layout/Design 3500

Sub-total Consultants 22750

(22,750)

ST SALARIES 74680 - 22750 = 51930

II. BENEFITS/RECRUITING

6121 Expatriate Benefits (41% of cc 6012) 14046
 14125
 6131 Local Hire Benefits (20% of cc 6021) 1800
 6211 Recruitment (Ads/Interviews) 250

Sub-Total Benefits/Recruiting:

16175 | 16,175 |

III. TRAVEL & RELOCATION

6221 Orientation Per Diem	0
6311/2 Travel Incid./Settling-in/storage	0
6411 Household Furnishings	15000
6421 Housing Rental	18000
6431 Housing Repair/Maintenance	1800
6511 General Transportation/Fuel	3000
6521 General Subsistence (in country)	6600
6531 Int'l Travel	12000
6541 International Subsistence	8184
ST TRAVEL & RELOCATION	64584

IV. TRAINING

6611 Training: Materials, etc.	600
6621 Subscriptions/Publications	1000
6641 Dependents' Education	4000
ST TRAINING	5600

V. OTHER DIRECT COSTS

6711 Freight/Commodities	2700
6721 Vehicle Insurance	100
6731 Clearance fees/duties	200
6751 Telex/Tel./Post/Delivery	2000
6761 Advertising & Public Relations	0
6781 Office Rent/Repair/Maintenance	2640
6791 Foreign Exchange Gains/Losses, Bank Fees	275
6793 Other Direct Costs	1200

ST OTHER DIRECT COSTS 9515

Sub-total Level I

~~170554~~

170505

VI. EQUIPMENT

6911 Project Equipment	19500
6921 Vehicle (rental)	2000
6931 Office Equipment/Furnishings	1750
6941 Equipment Repair/Rental	500
ST EQUIPMENT	23750

VII. SUPPLIES

7011 Project Supplies	3000
7021 Office Supplies	900
7031 Printing/Duplicating	1000
ST SUPPLIES	4900

VIII. CONSTRUCTION

7111 Construction 0

ST CONSTRUCTION 0

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 Sub-total Level II 28650

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 IX. TOTAL DIRECT COSTS 199204 199155

X. INDIRECT COSTS

Level I 29.35%	23.31 /	40757.74	50057	>	40768
Level II 14.68%			4206		3427

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 TOTAL INDIRECT COSTS 54263

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 XI. TOTAL PROJECT COSTS 253467 243350

* Items to be turned over to USAID/Bissau
 at the end of the project for disposition

LESS COST OF EQUIPMENT (Cost plus transport) -38950

NET COST TO USAID/BISSAU (excluding equipment) 214517

NARRATIVE EXPLANATION
 "HOW-TO" BUSINESS GUIDES PROJECT BUDGET

Cost Center	USD Amount	Description
6011	2,000	Headquarters Prog. Manager: Supervision/Reporting
6012	2,050	Res. Repres.: Supervision/Reporting @ 5% of \$41,000
	2,400	Administrator: Financial Tracking/Rpt @ 10% of \$24,000
	30,000	Project Coord/Writer/Editor: 12 mths @ \$2,500 per mth
6021	3,000	Driver: 12 mths @ \$250 per mth
	6,000	Research Ass't: 12 mths @ \$500 per mth
6031	2,400	Office Temps: 12 mths @ \$200 per mth
	4,080	Translator: (\$17 @ pg x 45 pgs x 4 guides) plus (\$17 @ pg x 60 pgs gen translations)
6041	3,500	Commer. Law Consult: @ \$250/dy x 14 dys
	5,250	Account Consult: @ \$250/dy x 21 dys
	3,500	Import/Export Cons.: @ \$250/dy x 14 dys
	3,500	SBA Consult: @ \$250/dy x 14 dys
	3,500	Illustrator: @ \$125/dy x 7 dys x 4 guides
	3,500	Layout/Design: @ \$125/dy x 7 dys x 4 guides
6121	14,125	Expat Benefits @ 41% of Cost Center 6012
6313	1,800	Local Hire Bene. @ 20% of Cost Center 6021
6211	250	Recruit: based on AFR/GB historical cost for local hire recruitment
6221, 6311, 6312	0	No projected expenditures
6411	15,000	Based on AFR/GB historical costs for home furnishings (to be transferred to USAID/Bissau at close of the project)
6421	18,000	Based on current housing market @ \$1,500/mth x 12 mths.
6431	1,800	Based on AFR/GB historical cost for repair and maintenance @ \$150/mth x 12 mths
6511	3,000	Fuel/Vehicle Expense @ \$250/mth x 12 mths

6521	6,200	In-country Per Diem: (@ \$25/dy x 3 dys x 2 pers. x 28 seminars) plus (@ \$25/dy x 2 pers x 6 dys x 8 field tests)
6531	12,000	Int'l Trvl: @ \$3,000/pers. x 4 pers.
6541	8,184	Int's Subs.: \$124/dy x 15 dys x 3 pers. plus \$124/dy x 21 dys x 1 pers.
6611	600	Trng. Mat.: @ \$10/pers. x 15 pers. x 4 seminars
6621	1,000	Subs/Pubs: @ \$1,000
6641	4,000	Portuguese School @ \$250/mth x 12 mths plus \$1,000 for U.S. correspondence course
6711	2,700	Freight: Laserprinter @ \$2000, UPS @ \$700
6721	100	Based on AFR/GB historical costs
6731	200	Based on AFR/GB historical costs
6751	2,400	Tel/Fax/Post: @ \$200/mth x 12 mths
6761	0	
6781	2,640	Space Rental: @ \$220/mth x 12 mths
6791	275	Based on AFR/GB historical costs
6793	1,200	Other Dir. Costs: @ \$100/mth x 12 mths
Sub-total Level I	170,554	
6911	14,500	Proj. Equip.: Laserprinter @ \$3000, UPS unit @ \$2500, and \$14,000 for generator (to be returned to USAID/ Bissau at the end of the project)
6921	2,000	Vehicle rental
6931	1,750	Office Furn.: Based on AFR/GB historical costs (to be returned to USAID/ Bissau at the end of the project)
6941	500	Based on AFR/GB historical costs
7011	3,000	Proj. Supplies: @ \$250/mth x 12 mths
7021	1,200	Office Supplies: @ \$100/mth x 12 mths

7031	1,000	General printing/duplicating @ \$83/mth x 12 mths
7111	0	No projected expenditures
Sub-total Level II	28,650	
TOTAL DIRECT COSTS	199,204	Level I @ \$170,554 plus Level II @ \$28,650
Indirect Costs Level I	50,057	Level I @ 29.35% of \$170,554
Indirect Costs Level II	4,206	Level II @ 14.68% of \$28,650
TOTAL PROJECT COSTS	253,467	Total Direct Costs plus Indirect Costs
LESS COST OF EQUIPMENT	(38,950)	Equipment cost plus transport
NET COST TO USAID/BISSAU	214,517	Total costs less equipment

AGENCY FOR INTERNATIONAL DEVELOPMENT
BISSAU, Guinea-Bissau

MEMORANDUM

To: FILES
From: Dennis Baker, Program Manager 
Date: September 9, 1992
Subject: Justification for non-Competitive Procurement
Ref: Attachment to PIO/T 657-0463-3-10039, AFRICARE "Five-
Manuals"

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This memo certifies that the proposal from AFRICARE, "How-To Business Guides Project - Phase I", was an unsolicited activity proposal that AFRICARE developed in response to a need that the Chamber of Commerce in Bissau expressed in its attempt to develop as an institution and attract members. By becoming a viable, visible organization, the Chamber of Commerce will play an important role in the dialogue with the Government on improving the policy, legal, and regulatory context for private sector trade and investment.

AFRICARE has a unique, innovative position in Guinea-Bissau. It has been present here for approximately four years and is the only U.S. PVO present in Bissau that has been very active in private sector development. It has been doing entrepreneurial training with the Government, private organizations, and individual courses. Thereby, developing contacts, and invaluable experience in organizing and implementing training courses.

AFRICARE has already an experienced core staff in-country that not only speaks Portuguese but Criola (the lingua-franca of Guinea-Bissau).

I propose that the above is sufficient justification for non-competitive procurement as per Handbook 13, Chapter 2, B.3.a. & b.