

**USAID/Bissau FY 2000
RESULTS REVIEW and RESOURCE REQUEST**

31 March 1998

Note:

Non-text files (e.g., spreadsheets, charts, maps, etc.)
have been appended at the end of the document

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PART I: Overview and Factors Affecting Program Performance

Although work is not yet completed on the updated Mission Program Plan in an environment with a decade or less of market economics and democracy, it is unlikely that the Mission Program Plan will change drastically from the current policy goals of:

- Promote good governance, the development of democracy and respect for human rights.
- Influence Guinea-Bissau to play a responsible, involved role in regional and international affairs.
- Promote broad-based, sustainable, market-oriented economic growth.

The purpose of the Trade and Investment Promotion Support project is to increase private sector trade and investment through improved governance. The project purpose and the mission's intermediate result of improved understanding of market-oriented economics has led the mission to focus activities not only on economic growth directly but also on improving access and flow of political and economic information within Guinea-Bissau and with the rest of the world. This has triggered support to improve telecommunications, promote access to an independent media, to promote a private sector and civil society, and to promote transparency and accountability in all branches of the government.

The current Government of Guinea Bissau (GOGB) is writing a new constitution which embodies a multi-party system. One highlight of the new constitution is the electoral law which was passed by the National Assembly in March 1998. The process by which the new constitution is being assembled and written is in itself a reflection of political change. The legislature is holding round table discussions, inviting members of the public, special interest groups and key government institutions to participate in this process. Radio talk shows and newspaper editorials are covering these discussions and debates. It is hoped that the new constitution will be in place before the elections in October 1998. The move to a more democratic and open style of government that started in 1994 with the country's first free elections has now entered the second and more critical phase.

A second factor influencing the USAID program is Guinea-Bissau's entry to the West African Monetary Union (UEMOA) on May 2, 1997. This brought monetary and exchange stability while fostering regional integration. The introduction of the Franc CFA has led to higher consumer prices but this is viewed as a short term problem largely overshadowed by the stability and confidence the Franc CFA has brought into the monetary and banking systems of Guinea Bissau.

This is the final year of USAID's presence in Bissau. It is perhaps ironic that we are leaving

at a time when progress is at unprecedented levels and the impact of our efforts are more clearly long lasting. Because of USAID's successes, several donors are seeking to pick up on many of USAID's successful initiatives and a significant effort in the past year has been working with other donors to transfer efforts as smoothly as possible.

PART II: PROGRESS TOWARD OBJECTIVES

1. PERFORMANCE ANALYSIS/PERFORMANCE DATA TABLES

The basic economic objectives for the GOGB for the next several years include an attempt to maintain annual economic growth of about 5%, to lower the average annual rate of inflation from 51% in 1996 to about 6% in 1999 and to reduce the current account deficit (excluding grants) by about 5% of GDP to 16% in 1999.

The GOGB has seen some success come directly from the IMF restructuring program which began in 1997 and will continue until 1999. The country's entry into the West African Monetary Union was set with conditions which forced the GOGB to make significant changes for admission. The results included a new monetary policy with its currency pegged to a stable exchange rate, a strengthened banking system and an expanded network of credit institutions which give the country a much stronger macro-economic base to make gains in the future.

Other key areas of reform are the GOGB fiscal policy including a comprehensive tax reform, sales tax and simplification of customs tariff structure; improved monitoring of expenditures; and continued pursuit of downsizing the public service including the privatization of public enterprises and working for greater efficiency. The liberalization and privatization of state-owned businesses and monopolies further strengthens the movement towards a free market-oriented economy. USAID has participated and/or initiated several key programs which work in unison with the GOGB economic priorities.

PROGRAM GOAL: MARKET-ORIENTED ECONOMIC GROWTH THAT IS BROAD-BASED AND SUSTAINABLE

The goal of the USAID program is the economic development of Guinea-Bissau. The program places a substantial emphasis on making the government a partner in development for the general population, based on the pre-supposition that long-term development can be sustained with good governance. The indicators below give a statistical profile of Guinea-Bissau's economic development since 1992. The Statistical base year of 1992 is the year prior to start-up of TIPS, and the goals are those defined by the USAID mission.

1. ECONOMIC GROWTH

INDICATOR

- a. Growth in GDP
b. Growth in GDP per capita

TARGET

- a. 25% over life of project
b. 12% over life of project

	Base-Year						Goal
	1992	1993	1994	1995	1996*	1997	1998
1a. GDP (US\$ millions)	278.7	285.6	299.9	310.8	324.8	346.5	349.4
Growth Rate (av. yearly % change)	1.8%	2.5%	5.0%	3.6%	4.5%	6.7%	-
Index-GDP (1992=100)	100.0	102.5	107.6	111.5	116.5	124.3	125.0
1b. GDP per Capita (US\$)	279.3	280.9	289.2	294.4	301.3	314.9	312.8
Index-GDP per Capita (1992=100)	100.0	100.6	103.6	105.4	107.9	112.7	112.0
Population (millions)	1.00	1.02	1.04	1.06	1.08	1.10	-

Source: Instituto Nacional de Estatística e Censos (INEC), March 1996

* TIPS Estimate

Economic Growth: The economic growth rate for Guinea-Bissau continues to increase as the country maintains the market liberalizations begun in the mid-1980's. Private sector producers, responding to market signals, are investing more each year in cash crops while moving slowly away from subsistence agriculture. Increased income from agriculture is supporting the growth in commerce and services in the urban centers. Since 1993, the average annual growth rate has increased to 4.5% compared to 3.8% during the five years prior to the TIPS program. More importantly, growth has consistently accelerated from a three-year average of 3.1% in 1994 to a three-year average of 5% by 1997. (The period 1992 - 1994 is best represented through averages due to distortions in income from delayed exports of cashew crops during that period which misrepresents actual growth in 1992 and 1994). The present rate of 6.7% is sufficient to meet GDP targets by project completion, and has already surpassed the GDP per capita target.

2. MARKET ORIENTATION

INDICATOR

- a. Increase in privatization, liquidation and elimination of state-owned enterprises.
- b. Decrease in number of administratively determined prices
- c. Rural household income

TARGET

- a. At least 10% of state-owned or controlled enterprises will be privatized, liquidated or eliminated by end of project
- b. Less than six prices set by Government by end of project
- c. 16% increase by end of project

	Base-Year						Goal
	1992	1993	1994	1995	1996*	1997	1998
2a. No. of State-Owned /controlled Enterprises	41	41	39	38	35	33	30
2b. No. of Administratively Determined Prices	6	5	5	5	5	-	<6
2c. Total Rural Household Income	\$1,049	\$1,121	\$1,187	\$1,284	\$1,328	\$1,384	1,217
Index-Rural Household Income	100.0	106.8	113.1	122.4	126.6	-	116.0

"Source: a, Unidade de Gestão da Reforma das Empresas Públicas e Mistas; 2b, Ministry of Finance; 2c, INEC, March 1996"

* 1994 figures for 2c estimated by TIPS

a. Increased Privatization. Guinea-Bissau continues to pursue a program of privatization with assistance and direction from the IMF and the World Bank. Although only three privatizations were completed in 1997, another 23 were set in motion and by March 1998, were being pursued. Since the privatization program began in 1986, the Government has eliminated approximately one third of its holdings. Currently three private monopolies which were earlier privatized under monopoly concessions (water, telephones and ports) are being re-examined, re-bid or reformed to improve services and possibly open competition. USAID has vigorously pursued changes in the telecommunications area, which is expected to result in open competition for service providers through changes to the Guinea-Telecom contract and implementation of the Leland Initiative.

2b. Administratively Determined Prices. In 1994, the national dialogue between the private and public sector on constraints to commerce culminated in the first National Conference on Commercial Law. At the conference, participants from public and private sectors proposed legislative changes which would eliminate the principal barriers to

commerce. These included elimination of prices controls, simplification of business registrations, elimination of anti-competitive requirements of registration, and decentralization of border-trade documentation (which had been limited to Bissau). Through subsequent events, USAID has supported the preparation, adoption and, to varying degrees, implementation of these amendments. As a result, there is already more commercial competition, the cost (dollar and time) of border trade has been reduced, and price controls have been technically eliminated. Although several maximum prices remain in effect (ceilings on bread, public transport fares, gasoline, water and electricity), dialogue between the government and the private sector has changed the rules of the game and taken the government out of price-fixing. Following the 1997 currency conversion from pesos to CFA, the Ministry of Commerce temporarily provided indicative price charts for basic consumer goods, but ceased upon understanding that the practice was leading to a form of administrative pricing. The Ministry is again under pressure from the former cashew exporters cartel to influence producer prices in favor of the exporters, but the initiative is expected to fall. Even so, this action underscores the need to continue efforts in improving understanding of market economics and the government's role in the market place.

2c. Rural Household Income. Economic activity in the rural zones has increased markedly since liberalization began in 1986, but has jumped even more dramatically since 1992. This income trend closely tracks market developments over the same period. In the 1980s, the growth of cashew exports provided small producers with income opportunities. Income growth was stunted, however, by two factors: high export taxes, and the emergence of an export cartel that controlled producer prices. With encouragement from the IMF, World Bank and USAID, the taxes were progressively reduced from 35% to 20% by 1995, freeing more revenues for producer prices in a competitive market. Competition opened in 1994 under two USAID initiatives. First, the 1994 National Conference on Commercial Legislation removed artificial restrictions on business and export licensing, thus, eliminating the cartel. Second, USAID supported development of broad-based producer associations which in turn provided market and price information to rural cashew producers. As a direct result of these interventions, farmgate prices have risen through market competition from \$140/ton in 1992 to \$500/ton in 1996. This market pricing has in turn meant higher income for the rural families who produce the cashews.

3. BROAD-BASED ECONOMIC GROWTH

INDICATOR

- a. Increase in cashew production
 b. Increase in agricultural production
 c. Improved quality of life

TARGET

- a. 40% increase over life of project
 b. (1) 28% increase in total production over life of project
 (2) 14% increase in per capita production over life of project
 c. Generally improved quality of life, 10% improvement in life expectancy, infant mortality, and adult literacy

	Base-Year						Goal
	1992	1993	1994	1995	1996*	1997	1998
3a. Cashew Production (tons)	25,660	27,791	29,820	30,000	45,495	52,000	42,640
Production Income in US\$ 1,000	3,592.8 %	8,087	9,244	12,000	20,018	26,000	-
Index-Producer Income (1992=100)	100.0	225.1	257.3	334.0	557.2	723.8	-
3b(1) Total Ag. Production (US million)*	113.0	121.2	128.8	139.9	147.7	157.1	158.2
Modern Sector	3.8	3.8	3.8	3.7	3.7	3.8	-
Traditional sector	109.2	117.4	125.0	136.1	143.9	153.3	-
Index-Total Production	100.0	107.3	114.0	123.8	130.7	139.0	128.0
Index-Modern	100.0	100.3	99.9	97.9	97.0	99.6	-
Index-Traditional	100.0	107.5	114.5	124.7	131.8	140.4	-
3b(2) Total Ag. Prd. per capita	\$113	\$119	\$124	\$132	\$137	\$143	\$129
Population (million proj. from 1990 census)	1.00	1.02	1.04	1.06	1.08	1.10	-
Index-Total Ag. Prd. per capita (1992=100)	100.0	105.3	109.8	117.0	121.0	126.1	140.0
Total Rural Families (1000)	107.7	108.1	108.5	108.9	111.2	113.5	-
Total Ag. Prd. per Rural Family	\$1,049	\$1,121	\$1,187	\$1,284	\$1,328	\$1,384	-
Index-Rural labor produc.	100.0	106.8	113.1	122.4	126.6	131.9	-
3c. Human Develop. Index Ranking	164	163	161	-	-	-	
Life Expectancy at Birth	42.9	43.7	44.5	-	-	-	47.2
Infant Mort. p/1,000 at birth	141	139	138	-	-	-	127
Adult Literacy Rate (% of age 15+)	39.0	52.8	55.0	42.9	-	-	-

*Sources: 3a, TIPS Cashew report (TIPS Report No. 36) and CCIA for 1996 cashew production; 3b, INEC, March 1996; 3c, United Nations Development Program, Human Development Report, 1994-96; World Bank, World Development Report, 1993-96

*Values are in 1986 dollars based on an 1986 average exchange rate of US\$1=GP203,627 **TIPS

Estimate

3a. Cashew Production. Cashew continues to lead the economic development of Guinea-Bissau. Coupled with climbing producer prices, the constant increase in production is providing an annual increase in income to more than 50% of the rural population, while maintaining a predictable and steady stream of tax revenues for the state. Another impact of the cashew is that cashew income has provided sufficient security for a growing number of producers to diversify their plantings into higher income perennial tree crops such as export-quality mango and citrus.

In addition, economic growth from cashew exports is not limited to those involved directly in cashew. Income of cashew producing families continues to grow so that their demand is increasing for consumer goods and food (due to increased overall food consumption and substitution of some food such as rice). A wider array of consumer goods can be seen throughout the country than was available even four years ago.

Finally, this broad-based growth is not limited to income. The planting of cashew trees (mango and citrus as well) represents an increase in wealth: the trees have a 30-40 year productive life after the initial investment of planting, and also give the planter a recognized claim of ownership to the land. This directly increases the market value of the land held by producer families.

Cashew production, (cashew continues to be the largest crop export for the country) increased from 38,579 tons in 1996 to 57,869 tons in 1997, almost a 50% increase.

Cultivated for Export (Tons) Rate of Increase

	1994	1995	1996	1997	1995	1996	1997
Peanuts	16,325	15,509	15,819	16,136	-5.0	2.0	2.0
Cashew Nut	24,792	29,007	38,579	57,869	17.0	33.0	50.0
Palm	1,153	1,785	252	253	54.8	-85.9	0.4
Cotton	1,181	783	520	634	33.6	-33.6	21.9

Source: Institut National de la Statistique et du Recensement (INEC)

3b. Agricultural Production. Guinea-Bissau is an agrarian society with its economy based on agriculture. This production has more than doubled since the base year. From 1986 to 1992, agricultural production grew at an average rate of only 2.9%. From 1992 to 1997, the average annual increase has been 7.8%. Overall, agricultural production has grown 39% compared with 24.3% for the economy as a whole. Producers are investing in higher-value agricultural activities (mangos and citrus). At the same time, demand for other agricultural products is increasing, leading to self-generating agricultural growth. USAID's assistance has been directed not just at tree crops but also horticultural producers (representing more than 10,000 women) to raise productivity and lower costs.

Food Production (tons) Rate of Increase

	1994	1995	1996	1997	1995	1996	1997
Cereal	190,140	200,530	197,268	200,829	5.5	-1.6	1.8

Rice Paddy	131,017	133,266	135,553	137,880	1.7	1.7	1.7
Other Cereals	59,123	67,264	61,715	62,949	13.8	-8.2	2.0
Manioc	15,725	16,244	21,117	31,676	3.3	30.00	50.0
Sweet Potato	18,297	18,773	22,527	29,825	2.6	20.00	30.0
Vegetable	8,635	8,980	11,495	16,667	4.0	28.00	45.0
Fruits	186,524	210,100	309,555	477,653	12.64	47.34	54.3

Source: Institut National de la Statistique et du Recensement (INEC)

3b(1) Total Agricultural Production. Comparisons of production show that the traditional sector is the moving force for Guinea-Bissau's agricultural growth, more than 90% of total production. Between 1992 and 1995, traditional agriculture grew at 8% annually through self-generated investment and re-investment with little or no access to outside financing or credit and yet has achieved a 40% increase in production since 1992. The modern sector remains relatively stagnant. Economic growth is coming from the small, traditional farmer.

b(2) Agricultural Production per Capita. Per capita agricultural production grew by 26% between 1992 and 1996; rural farm income, however, grew by 32%, with the average family receiving \$1,384 per year in 1996, compared with \$1,049 in 1992. The traditional farming sector has been able to capture the benefits of its increased production, with rural family income climbing at an average of 6% each year during this period. As improved technology is introduced at the traditional level, even greater levels of productivity are expected.

3c. Improved Quality of Life. Guinea-Bissau continues to rank as one of the poorest countries in the world, but it is making progress both in relative and absolute terms. Between 1992 and 1994, Guinea-Bissau advanced from 164th place to 161st, in the UN ranking of 174 countries, evidencing real progress in all three indicators. More importantly, these modest gains are more sustainable because of higher income levels generated by rural households. By 1998, rural incomes will have grown by more than one third since 1992 to more than \$1,400 per family. Major progress will require government policy support backed by budget allocations, but the population has already begun to use its increasing wealth and income to invest in private-sector schooling and medical care.

4. SUSTAINABLE DEVELOPMENT

INDICATOR

- Balance of Payments
- Government Revenues and Expenditures
- Prices
- Stability

TARGET

- 16% decrease in balance of payments deficit over life of project
 16% decrease in revenue gap over life of project
 16% decrease in rate of inflation over life of project
 Increased socio-economic and political stability

	Base-Year						Goal
	1992	1993	1994	1995	1996*	1997	1998
4a. Balance of Payments (US\$ million)	-35.7	-44.3	-50.3	-22.3	-19.4	3.6	-29.9
Goods and Services	-107.3	-66.9	-47.5	-63.3	-61.3	-42.1	-
Trade Balance (net)	-77.1	-37.9	-20.6	-35.4	-35.1	-14.0	-
Imports FOB	-83.5	-53.8	-53.8	-59.3	-62.4	-67.9	-
Exports FOB	6.5	16	33.2	23.9	27.3	-53.9	-
Services	-30.3	-24.6	-24.5	-21.1	-21.3	-28.1	-
Capital Income	--	-4.5	-2.4	-6.7	-4.9	-1.6	-
Fishing Licenses	13.5	10.8	11.7	11.3	13.4	13.0	-
Interest	-13.5	-15.3	-14.1	-18.0	-18.3	-14.6	-
Current Transfers	10.4	5.5	9.1	21.5	13.2	-33.6	-
Official	11.00	7.1	10.1	20.2	10.3	-27.6	-
Private	-0.6	-1.7	-1.1	1.3	2.9	-6.0	-
Capital Account	28.5	39.9	44.4	49.2	37.1	-19.8	-
Financial Operations Account	-32.9	-22.4	-56.2	-29.7	-8.4	-6.1	-
Balance of Payments/GDP	-12.8%	-15.5%	-16.8	-7.2	-6.0	1.0%	-
Trade Balance/GDP	-27.6%	-13.3%	-6.9%	-11.4%	-10.8%	-4.0%	-
Current Account balance/gdp	-34.8%	-21.5%	-12.8%	-13.4%	-14.8%	-2.4%	-
4b. Tax Rev/Current Expend. (%)	24%	37.9%	44.3%	54.1%	52.8%	-78..5%	42%
Tax Revenue (\$million)	8.7	12.0	14.8	16.1	12.5	21.7	-
Current Expenditure (\$million)	63,1	31,7	33,5	29,8	23,6	27,6	-
Annual % Change-Tax Revenue/Expenditures	-29.8%	57.8%	16.7%	22.2%	-2.4%	-	-
Index - Tax Revenues	100.0	138.2	170.6	185.5	143.5	-	-
Index - Current Expenditures	100.0	87.6	92.6	82.4	65.4	-	-
4c. Prices							
Inflation (End of Period CPI)	86.7%	30.7%	19.3%	79.7%	66.6%	16.8%	72.8%
Exchange Rate (End of Period US\$=GPx)	8,655.6	11,463.8	15,269.3	21,928.8	34,936.3	-	-
Devaluation	74.5%	32.4%	34.1%	42.7%	59.3%	-	-
Interest Rate: 90-day passive (Yearly average)	36.8%	50.5%	29.3%	23.9%	42.3%	-	-
91-180 Active (yearly average)	45.4%	68.4%	37.1%	32.5	51.3%	-	-
4d. Stability -- See narrative discussion below							

Source: Central Bank, 1996, 1997 * Preliminary Data

4a Balance of Payments. Guinea-Bissau continues to have difficulties with its balance of payments. The balance remains negative with large fluctuations since 1986. Although the 1996 figures are better than the previous five years, there is no clear trend to indicate that this will necessarily continue. In the capital income account, interest payments on the country's overwhelming debt burden continued to exceed income from fishing licenses, even though license revenues have returned to 1992 levels (in part due to USAID supported reforms). The country remains highly dependent upon outside assistance.

4b Tax Revenues/Current Expenditures. With the integration of GOGB into the WAMU several key tax reforms were introduced. A general sales tax of 10% was introduced along with a major reform of the tariff system. A reduction of export taxes to meet the guidelines set by the WAMU. The present customs tariff, which combines three different taxes into a large number of combined rates will be simplified with the abolition of the consumption tax, the reduction of the customs service tax from 5% to 2% and the introduction of only four import duties compared with the present eight (one with a rate of up to 60%).

4c Prices. After a substantial drop in inflation due in part to the 1994 devaluation of the Franc-zone CFA, inflation returned to unsatisfactory levels. Although the 66.6% rate for 1996 is below the target for 1998, overall performance was poor.

4d Socio-Economic and Political Stability Guinea-Bissau's macro-economic performance has been strongly influenced by the 1994 IMF-supported structural adjustment program. While this performance is improving in some areas, it is far from satisfactory. Dependence on foreign assistance, overwhelming foreign debt, fiscal deficits and negative balance of payment all impede economic growth. The 3.9% annual growth since 1992 would certainly be larger if the macro-economic situation could be improved. Failure to rectify these problems could threaten the sustainability of Guinea-Bissau's growth.

Guinea-Bissau continues to enjoy a strong sense of stability. The People's National Assembly, elected in 1994, is steadily maturing, and has begun to challenge and negotiate more effectively with the Executive Branch. The Assembly refused to "rubber-stamp" the government's decision to enter the West Africa Monetary Union (UEMOA), and did not pass the proposal until a number of serious questions had been satisfactorily aired. The private sector is finding its voice and engaging the government in important policy dialogues. Associations have increased their political impact: they defeated anti-competitive legislation which would have reinstated the cashew cartel; requested and received meetings with the Prime Minister to discuss policy; and even organized a televised press conference to denounce an apparent retraction by the government of a promise to cede certain property to the private sector. The Human Rights Commission has had several highly publicized cases played out before the public through the media.

The country is currently preparing for scheduled parliamentary elections to be held in October and for the introduction of the new electoral law. Despite the schedule, little has been accomplished to bring these elections about.

STRATEGIC OBJECTIVE: INCREASED PRIVATE SECTOR TRADE AND INVESTMENT

1. TRADE

INDICATOR

- a. Increase in Exports
- b. Increase in Imports
- c. Increase in Domestic Commerce

TARGET

- a. 34% increase over life of project, based on 3- year moving average
- b. 16% increase over life of project, based on 3- year moving average
- c. 25% increase over life of project

	Base- Year						Goal
	1992	1993	1994	1995	1996*	1997	1998
Trade	-77.1	-37.9	-20.6	-35.4	-35.2	-14.0	-
3-year average	-57.6	-54.0	-45.2	-31.3	-30.4	-28.2	-
Index (based on 3-yr av.)	100.0	93.7	78.4	54.3	52.7	49.0	-
1a. Exports	6.5	16.0	33.2	23.9	21.6	53.9	-
3-year average	15.4	14.3	18.	24.4	26.2	33.1	20.6
Index (based on 3-yr av.)	100.0	92.9	120.5	158.3	170.5	215.3	134.0
1b. Imports	-83.5	-53.8	-53.8	-59.3	-56.8	-67.9	-
3-year average	-73.0	-68.3	-63.7	-55.7	-56.8	-61.3	-97.9
Index (based on 3-yr av.)	100.0	93.5	87.3	76.2	77.6	84.0	116.0
1c. Domestic Commerce	61.2	61.5	66.5	70.5	73.1	79.7	-
Index	100.0	100.3	108.7	115.1	119.4	130.1	125.0

Source: 1a-b, Central Bank, 1997; 1c, INEC, March 1996 (dollars based on 1986 pesos at US\$1 = GP 203.627)

*Preliminary Data

Trade: The trade balance has fallen 41% since 1992, from a three-year average deficit of \$57.6 million to \$34 million because an increase in exports and a slight fall in imports. This continued through 1997 and into 1998 with increased revenues largely due to cashew exports and a steady level of imports.

1a & b. Exports and Imports. Exports have risen almost 80% since 1992; imports have fallen by an average of 4% annually. Guinea-Bissau has cut 41% off the trade gap between 1992 and 1996. Cashews account for \$45.8 million of a total \$49.9 million of exports but there has been a 30% increase in other crop exports, mainly mango and citrus fruits.

1c. Domestic Commerce. Domestic commerce has grown 19.4% since 1992 and the rate of growth is increasing. Since 1986, growth has averaged 3.7% annually, but has occurred at an average rate of 4.8% annually since 1992 and at 5.3% over the past two years.

2. INVESTMENT

INDICATOR

- a. Capital Formation
 b. Investment in Agriculture
 c. Investment in Fisheries
 d. Investment in Industry
 e. Savings

TARGET

- a. 20% of real GDP by end of project
 b. (1) 40% increase in cashew production
 (2) 40% increase in perennial tree crop production
 c. TBD
 d. TBD
 e. TBD

	Base-Year						Goal
	1992	1993	1994	1995	1996*	1997	1998
a. Capital Formation(\$M)	86.6	55.3	45.9	39.4	46.0	-	-
Capital Formation/GDP	31.1%	19.4%	15.3%	12.7%	14.2%	-	20%
Index of Cap. Form./GDP	100.0	62.2	49.2	40.8	45.6	-	-
Fixed Capital Formation	74.2	51.5	55.7	38.4	45.9	-	-
Incremental Capital Output Ratio	14.8	7.5	3.9	3.5	3.3	-	-
Private Capital Formation	39.7	13.6	4.3	15.5	22.0	-	-
Construction	6.9	6	6.5	7	8.7	-	-
Machinery & Equipment	20.3	3.8	7.6	7.5	13.1	-	-
Stock Variations	12.4	3.8	-9.8	1.0	0.2	-	-
Public Capital Formation	47	41.7	41.6	23.9	24	-	-
Construction	38.9	33.7	32.2	18.7	18.6	-	-
Machinery & Equipment	8.1	7.9	9.4	5.2	5.4	-	-
2b. Investment in Agriculture**							
(1) Annual Investment in Cashews (hectares)	7,001	6,620	16,040	18,651	24,975	-	-
Index	100.0	94.6	229.1	266.4	356.7	-	140.0
2) Annual Investment in Perennial Tree Crops (tons)	2,586	2,672	2,761	2,853	2,947	-	-
Index	100.0	103.3	106.8	110.3	114.0	-	140.0
2c. Investment in Fisheries							
Index	100.0	-	-	-	-	-	-
2d. Investment in Industry							
Index	100.0	-	-	-	-	-	-
2e. Savings/GDP	0.6%	2.8%	9.7%	2.1%	0.7%	-	-

Source: INEC, March 1996, Central Bank 1997; 2b(1) TIPS Cashew Report, CCIA

* Preliminary Data ** Cashew Investment figures from 1994-96 and Perennial Tree Crop investment figures from 1992-96 are projections based on historical trends in production and prices.

a. Capital Formation. Guinea-Bissau's capital formation has fluctuated widely since 1986, and has fallen substantially since 1992, from \$74.2 million to \$45.8 million in 1996, which is 17.6% below the period average of \$53.9 million. Capital formation has also fallen as a percentage of GDP: the ratio stayed above 20% until 1992, and now lies at only 14%, a decrease of 47% since 1992. Changes will be necessary to return to the 1998 target rate of 20%. On the positive side, the incremental Capital Output Ratio (COR) shows improvement in the productivity of capital over previous years, and shows a trend in improved capital efficiency. The COR has consistently fallen since 1992, when it required \$14.8 million to produce an additional dollar of returns, and now produces those returns for \$3.3 million. Even so, the COR is high for developing countries, which normally fall below 3.

2b. Investment In Agriculture. Investment in perennial tree crops has increased steadily. Since 1993, USAID assistance to producer associations in improved varieties, orchard management and fruit export has added an important impetus to this ongoing investment. Cashew investment has taken on a life of its own. Estimates indicate that producers have been increasing their rate of investment substantially over the past four years, after recovering from the slowdown in 1992, when cashew prices bottomed out at \$140/ton. TIPS is supporting producer associations in better management of cashew orchards, which is expected to produce higher productivity and lower costs for the investment being made.

2c. Investment in Fisheries. Income from fishing licenses rose from \$11 million in 1995 to \$15 million in 1997.

2d. Savings/GDP. Guinea-Bissau's savings rate is far too low. In order for capital formation to be financed domestically, it will be necessary to attain and sustain a much higher rate than the current 0.7%. Until then, Guinea-Bissau will remain highly dependent on foreign donors for its capital formation.

2. EXPECTED PROGRESS THROUGH FY 1999 AND MANAGEMENT ACTIONS

An effort will be made to continue USAID/Bissau's strategic objectives of increased trade and investment in follow-up initiatives after the mission closes in September 1998. USAID has made significant progress in improving the climate for trade and investment in Guinea-Bissau. Its overall efforts have been very fruitful and successful, however, there are some specific activities that have not been completed or need additional input to continue these efforts. The following describes the areas where USAID will focus attention until the end of the program in FY 2000 to maximize USAID results for sustainability and fully integrated into the political, economic, and judicial sectors of Guinea Bissau.

IR 1 - Improved Trade And Investment Polices:

A continuation of the understanding of market orientated economics and improved dialogue between the private and public sectors is essential with further work with civil society

organizations interested in advocating economic reform coupled with training and technical assistance in institutional development to enhance the capabilities of these organizations. A grants program to support these organizations and their initiatives is being investigated. Other areas for support include:

- Policy formation to continue the economic growth and the move from a centrally planned economy to a market economy;
- Implementation of new trade and investment laws, regulations, and procedures;
- Support for the IMF sponsored program for the reform of tax laws; and
- Support for the proposed legislation addressing the need to reform Guinea Bissau land laws.

IR 2 - Contracts Enforced and Business Conflicts Resolved by an Independent Judiciary:

Future assistance to the sector courts must be organizational. Salaries for judges are not being paid on time, and costs of the courts are not being fully met from the central budget. It is crucial that a mechanism is developed to ensure the continuation of the courts. USAID will help the government to explore other possibilities, such as decentralizing the courts so that they can be supported through local taxation. Follow-up training of judges, lawyers, and clerks has been identified as an area where assistance is required.

Other work needs to be done to implement policies that were originally started by USAID to continue the successful efforts to put in place a viable court system. The court system that USAID has helped update and modernize is functioning far better than at any time in the history of Bissau, if a complete pull out occurs at this time, results will be jeopardized.

IR 3 - Number of new Investors Increased

USAID will continue to support national associations, but will slowly lower the level of assistance in anticipation of project close-out. The concept of associations as a way of meeting private sector needs is well established. At least some of the associations are expected to survive adequately once support is withdrawn, indicating a high level of success in achieving this result.

Policies which encourage the private sector to participate in the economy and promotion of foreign investment in Guinea Bissau have also been a key effort of USAID. USAID has been working closely with the Department of Promotion of Private Investment and it will be important to continue to work with this department in pursuing these activities.

IR 4 - Private Business Profits Increased:

To continue the growth in the agricultural sector where gains have been remarkable, it will be necessary to provide further training in these areas. Technical assistance is required from Brazil to maintain the high quality of the product and to introduce new technology to keep Guinea Bissau on track to become the worlds largest producer of cashew.

The associations which have become partners with USAID projects should continue to receive training and now require follow-up assistance in the areas of, operating an association, preparing a business plan, basic bookkeeping skills, and training of trainers in entrepreneurial skills in order to train their members.

The need for micro-finance to provide small businesses with credit is seen as the next logical step in the development of these associations. USAID is providing training for non-bank financial institutions and until the mission closes, USAID is working to develop a pilot micro-finance initiative. Several associations have expressed interest in participating.

IR 5 - Natural Resources Managed in a Sustainable Manner:

Training is needed in marine surveillance as this information is imperative to the work at the Ministry of Fisheries.

IR 6 - Infrastructure that Adequately Supports Growth in Production, Marketing and Export:

The Leland Initiative has brought about significant change to telecommunications in Guinea Bissau, not only the internet which is a wealth of information and opportunity previously unknown to Guinea Bissau, it has forced the GOGB to rethink its policies and laws for the entire telecommunication industry. This project which brings in internet and encourages competition in the telecommunication industry is in midstream; work still needs to be done to ensure the success of this project.

3. ADDITIONAL REQUIREMENT FOR CLOSEOUT AND GRADUATION PROGRAMS

Because of the need to conserve operating expense, the USAID mission will close in Guinea-Bissau in September 1998. Because there will be a remaining pipeline, USAID will continue with a transition buy-in with the Global Bureau's Implementing Policy Change for a transition team to carry on some of the existing activities until such time that a World Bank program is in place.

The ongoing TIPS activity is being modified to extend the Project Assistance Completion Date to September 30, 2000. Three centrally funded projects will be managed by the embassy or by Peace Corps in Guinea Bissau. Two other projects will continue using regional and/or Washington support, and the ATLAS project will continue to fund current participants until their training has been completed. A proposal for a follow-on PL480 Title II is under review in Washington.

The World Bank has expressed concern that the pull out of USAID will seriously endanger the projects that to date have been successful. The World Bank has expressed alarm that

without a continued USAID presence many of the gains made towards a free-market economy will become lost in the uncertainty of the upcoming political change.

4. SPECIAL GUIDANCE FOR UNITS WHICH HAVE INTEGRATED STRATEGIC PLANS OTHER OPERATING UNITS WHICH REQUEST FUNDING FROM MULTIPLE SPIGOTS

Although there are no requests for bilateral development assistance funding in FY 1999 and FY 2000, USAID/Bissau does request approximately \$800,000 each year of PL 480 resources for the continued implementation of the Africare program. This year's results report from Africare much more clearly demonstrates the integration of these activities with the rest of the USAID program. The Africare activities are more grassroots providing invaluable insights for the implementation of the rest of the program such as the need to assist organizations to become legally registered and the need to simplify the registration process. In addition, the economic growth components of the bilateral program are clearly improving the food security and quality of life aspects of the Africare project area. The synergism of the development assistance and the food aid is undeniable.

5. Environmental Compliance

The IEE for the Trade and Investment Promotion Support activity was approved September 1997.

PART III: STATUS OF MANAGEMENT CONTRACT

No changes are proposed to the management contract.

USAID/GUINEA-BISSAU
FY 2000 RESOURCES REQUEST

March 1998

PART IV: RESOURCE REQUEST

1. Financial Plan

As noted in the resource request tables and elsewhere in this narrative, no program funds are requested for FY 1999 or FY 2000 as the mission is closing. However, the continuation of the PL 480 program at levels of approximately \$800,000 each year is recommended. It is further recommended that the pipeline be used until closeout to meet the missions goal and objective.

2. Operating Expenses and Staffing

No operating expenses are requested for FY 1999 or FY 2000. The mission does propose to fund from the project pipeline one local hire project manager to work in the U.S. Embassy. It is anticipated that all costs, including ICASS, will be covered by the project. USAID management should note that a wage and salary survey for Guinea-Bissau is ongoing and that the results of this survey may increase the FY 1998 funding needed to meet salary and close-out requirements. Finally, it should be noted that although operating expenses are not required, management and monitoring of the continuing program will take place from Dakar and will require some level of operating expenses.

3. Field Support from USAID Washington

As noted elsewhere, ATLAS participants already in process will be completing their training over the next two years. Therefore, continuing Global Bureau support will be needed. In discussing the non-presence program with customers, clients and partners, a repeated theme was the importance to the development of this country of the training provided by USAID -- both through ATLAS and the Human Resources Development Assistance project. The mission was repeatedly asked to save the training component of our program if at all possible.

In addition, the buy-in to the Implementing Policy Change will also necessitate continuing Global Bureau support for the implementation of this program.

A continuing PL 480 program will require oversight from the Office of Food for Peace.

A significant portion of the mission's program is managed by international and local non-governmental organizations. As noted elsewhere, a large portion of program are implemented through local trade associations such as the Agricultural Growers Association, the Association of Women Involved in Economic Activities, the Association of Transporters, etc. However, the mission also works with Africare, PLAN International, Population Services International (on a very limited basis) and other non-governmental organization wherever possible.

USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

19-Aug-98
09:58 AM

Country/Program: USAID/BISSAU
Scenario: Base Level

S.O. # , Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 99	Estimated Total	FY 2000										Est. Expend. FY 00	Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G				
SO I: Increase Trade and Investment																		
		Bilateral	1,500	0												3,500	0	XX
		Field Spt	200	0												200	0	
		Total	1,700	0	0	0	0	0	0	0	0	0	0	0				
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0				
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0				
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0				
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0				
		Bilateral		0													0	
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0				
		Total Bilateral	1,500	0	0	0	0	0	0	0	0	0	0	0				
		Total Field Support	200	0	0	0	0	0	0	0	0	0	0	0				
		TOTAL PROGRAM	1,700	0	0	0	0	0	0	0	0	0	0	0			0	

FY 2000 Request Sector Totals -- DA	
Econ Growth	0
[Of which Microenterprise]	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 2000 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise]	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

USAID FY 1998 Budget Request by Program/Country

19-Aug-98
09:58 AM

Country/Program: USAID/BISSAU
Scenario: Base Level

S.O. # , Title	FY 1998																Future Cost (POST 2000)	Year of Final Oblig.
	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 97	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98	Est. Total Cost life of SO		
		Bilateral	7,200	0													0	XX
		Field Spt	900	0													0	
		Total	8,100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Total Bilateral	7,200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Total Field Support	900	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		TOTAL PROGRAM	8,100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Econ Growth	0
[Of which Microenterpris	0]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0]
Democracy	0
Humanitarian	0

Econ Growth	0
[Of which Microenterprise,	0]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0]
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

Workforce

Org._USAID/BISSAU_ FY 1998 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff	
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other			
U.S. Direct Hire	0.5							0.5	0.5							0.5	1
Other U.S. Citizens: 1/ OE Internationally Recruited								0								0	0
OE Locally Recruited Program								0								0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0								0	0
OE Locally Recruited								0		2	8					10	10
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0								0	0
OE Locally Recruited Program	2							0								0	0
								2								0	2
Total Staff Levels	2.5	0	0	0	0	0	0	2.5	0.5	2	8	0	0	0		10.5	13
TAACS								0								0	0
Fellows								0								0	0

1/ Excluding TAACS and Fellows

Workforce

Org. USAID/BISSAU_ FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire								0							0	0
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
Total Staff Levels	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Org. USAID/BISSAU_ FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire								0							0	0
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
Total Staff Levels	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Workforce

Org. USAID/BISSAU_ FY 2000 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire								0							0	0
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
Total Staff Levels	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Org. USAID/BISSAU_ FY 2000 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire								0							0	0
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
Total Staff Levels	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Workforce

Org_ USAID/BISSAU_ FY 2001 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire								0							0	0
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
Total Staff Levels	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Org_ USAID/BISSAU_ Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
FY 1998:																
U.S. Direct Hire	0.5	0	0	0	0	0	0	0.5	0.5	0	0	0	0	0	0.5	1
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	2	8	0	0	0	10	10
Total OE Funded Staf	0.5	0	0	0	0	0	0	0.5	0.5	2	8	0	0	0	10.5	11
Program Funded	2	0	0	0	0	0	0	2	0	0	0	0	0	0	0	2
Total FY 1998	2.5	0	0	0	0	0	0	2.5	0.5	2	8	0	0	0	10.5	13

FY 1999 Target:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE Funded Staf	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FY 1999 Target	0															

FY 1999 Request:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE Funded Staf	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FY 1999 Request	0															

FY 2000 Target:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE Funded Staf	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FY 2000 Target	0															

Workforce

FY 2000 Request:															
U.S. Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE Funded Staf	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FY 2000 Request	0														

FY 2001 Estimate:															
U.S. Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE Funded Staf	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total FY 2000 Target	0														

MISSION : USAID/BISSAU

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG				
02 Program Off.				
03 EXO				
04 Controller				
05/06/07 Secretary				
10 Agriculture.				
11Economics				
12 GDO				
12 Democracy				
14 Rural Dev.				
15 Food for Peace				
21 Private Ent.				
25 Engineering				
40 Environ				
50 Health/Pop.				
60 Education				
75 Physical Sci.				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO		1		
95 IDI				
Other*				
TOTAL	1	0	0	0

*please list occupations covered by other if there are any

TRUST FUNDS & FSN SEPARATION FUND

Orgno: 657
 Org. Title: USAID/BISSAU

Foreign National Voluntary Separation Account

Action	FY 98			FY 99			FY 00		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0			0.0			0.0
Withdrawals	350.0	50.0	400.0			0.0			0.0

Unfunded Liability (if any)
 at the end of each FY.

Local Currency Trust Funds - Regular (\$000s)

	FY 98	FY 99	FY 00
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate(s) Used

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Local Currency Trust Funds - Real Property (\$000s)

	FY 98	FY 99	FY 00
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998 Obligated by:		FY 1999 Obligated by:		FY 2000 Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
T&I	ATLAS - 698-0675	Med			300	0	0	0	0
T&I	HRDA - 698-0463	Med		400		0	0	0	0
GRAND TOTAL.....									

* For Priorities use high, medium-high, medium, medium-low, low

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