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MAPS PHASE I REPORT

PRIVATE SECTOR DEVELOPMENT FRAMEWORK

SENEGAL

March 1990

LAI
LABAT-ANDERSON
INCORPORATED

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I. EXECUTIVE SUMMARY

USAID-Senegal in 1989 decided to undertake a MAPS exercise. The MAPS team--consisting of Raymond C. Malley, Richard Vengroff, and Michael Borish--spent the period November 27-December 11 in Senegal, reviewing documents and talking to Mission, GOS, other donor, and private sector personnel. This report on MAPS Phase I was completed in March 1990. Along with the Mission, the team also selected a local company to conduct the Private Sector Description and Diagnostic Survey work (Phases II and III), which will be completed in March and April. The team will return to Senegal in May for presentation to the Mission of conclusions and recommendations.

Meanwhile, the Mission is commencing preparation of a new CDSS, and related documents, to be finished in early calendar year 1991. The MAPS exercise will provide private sector input to this planning and documentation.

The GOS, with the assistance of USAID, the World Bank, and other donors, has been in a Structural Adjustment Program (SAP) since 1983. Although success has been limited thus far, some significant actions have been taken to free up the economy and promote private sector growth.

Some of the preliminary views of the MAPS team to date follow. These views are being further explored in Phases II and III.

- Senegal's strengths include its political stability, comparatively good infrastructure, and a highly sophisticated elite. Resilience is also a strength, demonstrated by food production in a harsh environment, active commercial trade, and the growing informal/microenterprise sector in greater Dakar and other selected areas.
- Structural adjustment is proceeding with difficulty. The informal sector is showing growth, as are some village-level organizations. The larger, formal sector, however, is undergoing a long and difficult adjustment process.
- The economic environment and policy-making process are characterized by uncertainty, limiting investment and making it difficult to plan/budget for future activity. Uncertainty is not just found at the Government level (policy determination vs. implementation), but also among the donors (liberalization vs. degrees of protection). This partially reflects limited popular support for the structural adjustment process in a country characterized by high levels of Government control and intervention.
- Economic prospects for food self-sufficiency, general competitiveness against international standards, and long-term stability are limited. Foreign aid will continue to be a significant factor in the balance of payments.
- Urbanization is proceeding rapidly. Currently 40% of the population lives in cities (nearly 3 million of 7 million); the Government projects nearly 60% by 2015 (9 million/16 million).
- Constraints to private sector growth are many, revolving around an unfavorable "enabling" environment (e.g., selective application of taxes and customs, protectionist labor code, interventionist civil servants), high factor costs of production (e.g., energy, transport, labor, capital equipment, and spares), limited access to formal finance, unfavorable physical environment, and short supplies of trained modern management. Formal private sector officials contacted

by the MAPS team complained universally about all these constraints except the physical environment, trained management, and some recent liberalization measures in the labor code.

- Capital formation is a problem. The banking system is undergoing major reform. Formal finance is increasingly limited to French and Lebanese interests and trade activities. Capital flight increased with the Mauritania crisis in 1989, further reducing bank liquidity in a restrictive monetary environment, and further limiting credit to the Senegalese private sector. Senegal's tontines provide short-term finance, but funds are often used for activities that generate little or no cash flow. Repatriated funds from abroad are rarely invested in value-added enterprises that produce long-term jobs or earnings. Venture capital is limited.
- The French and Lebanese interests dominate agro-industry, manufacturing, wholesale commercial trade, and the higher margin segments of the tourist trade. The Lebanese and French are showing reservation about future commitments, while Senegalese are contending with capital formation difficulties.
- Business associations have limited resources and capabilities, and are protectionist. Most accept many of the policy changes, but they also believe that subsidies and protection are common in developed economies. They also believe the Government has failed to work with the private sector, further undermining the private sector's willingness to support Structural Adjustment.
- Senegal's African private sector is predominantly informal, cautious, and fragmented. The formal private sector has little absorptive capacity for increasing numbers of job seekers at a time when the Government and parastatals are restricting hiring.
- The informal/microenterprise sector is vibrant in some areas, and offers some favorable prospects.
- Economic sectors and actors who are performing: artisanal fishing, tourism, commercial traders, food crop producers, and small, community-based GIE's. These sectors can be further stimulated.
- The NGO community is well organized. Due to the high degree of donor activity, Senegal has a well-organized reserve of local NGO's and PVO's. These could be very useful in the implementation of projects and programs designed to support private sector development.
- Sale of parastatals is moving slowly. Since 1985, only five have been sold. Slow movement towards privatization partially reflects civil servant opposition to lost privileges and controls.
- USAID is a significant donor, the second largest bilateral after France.
- USAID activity in Senegal already has a strong private sector component; we estimate that half or more of existing programs and projects support the private sector either directly or indirectly.

II. OBJECTIVES AND ACTIVITIES OF MAPS TEAM

A. Introduction

In the fall of 1989, USAID-Senegal decided to engage in a MAPS exercise to assist with articulation of a revised private sector strategy and program as part of its 1991 CDSS. Dean Bernius, Deputy Director of AFR/MDI, visited Senegal in September 1989 to discuss the process and reach agreement with the Mission. Subsequently, a team of MAPS consultants visited Senegal from November 27 to December 11 to conduct Phase I of MAPS. This team consisted of Raymond C. Malley of Labat-Anderson International; Richard Vengroff, Dean of International Studies at the University of Connecticut and a Labat-Anderson consultant; and Michael Borish of J.E. Austin Associates. Overall Mission direction, guidance and assistance were provided by the USAID Project Development and Private Sector Officer, Terry Myers, assisted by many other Mission personnel.

B. MAPS Phase I Had Five Major Objectives:

- Familiarize USAID-Senegal with the purposes and methodology of private sector strategy development, as outlined in the Manual For Action in the Private Sector (MAPS)
- Describe current Mission strategy, including private sector components and USAID strategy within the context of the larger donor community
- Launch local subcontracting for the Private Sector Description and Private Sector Diagnostic Survey (MAPS Phases II and III)
- Initiate discussions with the local private sector, Government officials, and donor agencies
- Tailor the MAPS exercise to fit with the objectives and priorities of USAID-Senegal

C. The MAPS Team Worked Closely with Senior Mission Management

- The team held a general meeting with Mission staff to outline MAPS methodology, and conducted follow-up meetings with individual staff members to elaborate on MAPS and Mission activities
- The team reviewed and analyzed pertinent existing documents, including program and project documents, studies, and reports
- It held discussions with Mission personnel, donors, and public and private sector officials
- It also identified a host of constraints and arrived at initial views based on analysis of current Mission strategy, USAID and Africa Bureau policy guidance, the Mission's portfolio of programs and projects, Government of Senegal Structural Adjustment priorities, donor development assistance to Senegal, and conversations with business leaders, Government officials, and other donors
- The team prepared Scopes of Work and contracts for the Private Sector Description and Private Sector Diagnostic Survey, to be carried out by a local consulting firm selected by the team and the Mission through a competitive process

- The team held working sessions with Mission management to develop a series of recommended actions, including timing and management of the Private Sector Description and Private Sector Diagnostic Survey

D. The Team Completed MAPS Phase I and Began Phases II and III

- The MAPS team articulated current Mission strategy
- Overall donor commitments and strategies were reviewed
- GOS economic strategy was reviewed
- A timetable was agreed upon for MAPS implementation
- An RFP was circulated to interested local firms, eight firms interviewed, and a firm selected on the basis of analysis of competitive proposals, to conduct the Private Sector Description and Private Sector Diagnostic Survey
- A sample survey questionnaire was drafted, the final draft of which will be tailored to the Senegalese environment with USAID-Senegal input

III. ECONOMIC SITUATION

A. Structural Reform

Senegal has been engaged in a Structural Adjustment Program (SAP) for roughly a decade, supported by the World Bank, the IMF, USAID, and other donors. Results thus far have been disappointing. The SAP and private sector reaction to it will be further explored in MAPS phases II-IV. For the immediate future, however, good rains during 1989 provided a large grain crop, the inflation rate is low, Senegal's current account deficit to GDP is falling, and growth prospects for 1990 are positive.

B. Key Elements of the Economic Program

The following constitute the key elements of the GOS's Structural Adjustment Program. All are consistent with USAID Africa Bureau guidance.

- Trade liberalization to facilitate trade, encourage market-oriented pricing, reduce protectionist barriers and lower production costs
- Banking sector reform to recapitalize the banks, promote credit to more productive sectors, reduce nonperforming loan portfolios, and limit State influence in the determination of bank lending to parastatals and economic sectors
- Tax simplification and lower rates to reduce fraud, increase actual Government revenue, and promote private savings and investment
- Reduction of factor costs of production by improving management, conserving resources, and increasing productivity
- Restrictive monetary policy to lower the inflation rate and control public sector waste
- Improvement in fiscal management/collection to cover public expenditure and debt outstanding to the domestic banking system
- Better provision of Government services and public sector management to encourage public confidence in the Government
- Increased private investment by developing a new Investment Code and revising the Labor Code and tax legislation
- Rationalization of parastatals via liquidation, divestiture, restructuring, and merger to promote economic efficiency and reduce public sector expenditures
- Better agricultural production by raising producer prices and improving research and extension

C. Results of the Program

The GOS's performance under Structural Adjustment has received mixed reviews. Difficulties have resulted from: negative weather conditions affecting the economy during the early 1980's, policy and institutional uncertainty and consequent effects on investment, the negative impact of an overvalued CFA on imports (dependence) and exports (uncompetitive), limited opportunities for Senegalese exports, the inability of the modern formal sector to create productive employment opportunities, an insolvent banking system, and weak

domestic purchasing power. The following briefly profiles successful (+) and less than successful (-) results to date:

- Trade Liberalization: (+) Has helped lower inflation rates and production costs, and stimulated commercial trade; (-) increased imports threaten existing industrial producers, be they French, Lebanese or Senegalese, and perpetuate dependence on intermediate and consumer goods from abroad
- Bank Restructuring: (+) Citibank and Societe Generale are performing well, indicating that success is possible even in a changing economic environment; (-) but banks overall are in weak condition, worsening throughout the decade; restructuring is proceeding slowly, will take several years to restabilize; credit allocations to productive sectors are limited, and term capital is virtually inaccessible to Senegalese; minimum deposit requirements are high, reducing financial intermediation levels
- Tax Simplification: (+) Efforts continue to improve the system; (-) but it continues to be cumbersome and selective; fraud is serious; no appreciable increase in investment, foreign or domestic; Government has chronic budget deficits
- Reduced Factor Costs: (+) Efforts are proceeding to conserve energy, including via pricing to reflect cost; labor code being made more flexible; (-) most producers complain of high factor costs, particularly electricity; labor productivity remains low, and rigidities continue to drive up costs; industry and commerce remain dependent on intermediate goods imports
- Restrictive Monetary Policy: (+) Inflation rate has been reduced to low levels; less reliance on national treasury has forced public sector to improve management of public finance; (-) less available money has dried up most credit, negatively impacting production and investment
- Improved Fiscal Management: (+) Government has reduced budget deficits relative to GDP; some arrears to local banks have been repaid; (-) tax collection still selective, cumbersome; private sector claims civil servants know little about business, adding to inefficiencies; greater effort to broaden the tax base may increase private sector resistance
- Improved Provision of Government Services: (+) Government claims to be making effort to supply public services (social and economic infrastructure); better management of scarce resources during a difficult transition; (-) public does not appear to have greater confidence in improved management; belief in role of interventionist Government still strong; some do not believe Government is doing enough; private sector is critical of public sector costs
- Increased Private Investment: (+) Signs of increased investment in some areas, including real estate; DuPont presence shows multinationals can be attracted; (-) Government efforts to revise Investment Code, labor and tax legislation have been weak in promoting private investment; excess administration and bureaucracy, weak banking system reinforce informal sector, keep formal savings low; Free Trade Zone, "guichet unique" ineffective in mobilizing investment
- Parastatal Rationalization: (+) Government, with World Bank assistance, is beginning to make progress in the sale of parastatals; net benefit is reduction in public expenditure, even when assets sold

at a loss; Government believes several are near closure; (-) since 1985, only five have been sold; parastatal losses continue to weaken public finance, ability of Government to provide services; slow progress due to bureaucratic resistance to private sector growth, reduced civil service

- Increased Agricultural Production: (+) Food production has increased since 1986; fishing sector performing, meeting local demand; producer prices for groundnuts lowered in 1988/89 while world market prices were up; (-) country still remains dependent on food imports; urbanization exacerbating rural productivity, increasing consumer preference for rice and wheat, away from millet and sorghum; weak world market prices for cash crops (groundnuts, cotton) in 1980's; reduced fish stocks due to overly intensive fishing in recent years

Some successes have been registered, most notably in achieving real GDP growth since 1985, reducing budget and current account deficits as a percentage of GDP, lowering the inflation rate, and improving public sector and parastatal management. Multilateral and bilateral assistance are increasing in light of the Government's efforts to achieve performance targets, the country's increasing food needs, debt service requirements, and socioeconomic dislocation under the SAP.

Food production has increased in all major food crop categories, although the country is still only able to meet an estimated 50 to 60 percent of its own food requirements; food imports (e.g., rice, wheat) are likely to increase with increasing urbanization, although imports in 1987 were about 100,000 tons (20-25%) less than the average for 1982-1986. Export earnings have been hurt by structural declines in demand for groundnut oil, weak world market prices for groundnut products and cotton, and limited nontraditional export alternatives.

The banking system is virtually insolvent, with limited credit available for productive enterprises, low financial intermediation, and a lack of confidence that will make deposit mobilization more difficult in the future. Although the GOS has steadily reduced its fiscal deficit and repaid some arrears to the formal financial sector, the inability to obtain medium- and long-term credit for productive investment is one of the most severe constraints to formal sector growth in productivity and employment. Steps are being taken to address this credit problem.

The following leading indicators demonstrate that the Senegalese economy is showing some improvement at the macroeconomic level, but that structural problems still exist.

Table 1
Results of G.O.S. Economic Program

Comparative Results		
Budget Deficit/GDP	11.5% (80/81)	1.0% (87/88)
Current Acct Deficit/GDP	26.0% (80/81)	5.6% (1988)
Total Debt Service (FCFA)	165 bill. (79)	1.0 tril. (88)
Real GDP Growth	3.2% (target)	4.2% (85/87)
CPI-"African"	17.4% (1982)	-4.1% (1987)
-"European"	12.5% (1982)	2.3% (1987)

D. GOS Targets for 1989-1995:

Despite ongoing structural difficulties that are likely to persist, the GOS believes it can achieve the following during the 1989-1995 period:

- Real GDP growth of 3.5% per year
- Reduce the trade deficit from 5.7% of GDP (1989) to 4.8% (1995)
- Lower debt service ratio (as percentage of export earnings) from 34.9% (1989) to 23.1% (1995)
- Increase the private sector share of credit utilization, from 30.2% (1989) to 76.5% (1995); while private sector borrowings are projected to increase FCFA 17.9 billion during the period, public sector borrowings are projected to decrease by FCFA 54.3 billion
- General disengagement of the State from most economic activities

E. Conclusion

The constraints to Senegal's economic growth are many and varied. Opportunities for success appear in fisheries, tourism, fruit and vegetable exports (if transport bottlenecks can be broken), community-based enterprises, and the informal sector. These opportunities, private sector-oriented, demonstrate the need for a positive private sector environment to permit enterprises to function freely and more efficiently than in the past.

While the Government is making moves to improve the policy environment, institutional and "enabling" environment issues are difficult to correct. The reforms are particularly difficult as they appear to many private sector players to jeopardize value-added industrial activity without leading to major improvements in agriculture. To reduce industrial capabilities in a country where achieving food self-sufficiency is unlikely is, to some, to increase the risk of perpetual dependence on foreign debt, disaster relief, and foreign goods.

Structural adjustment is a long-term process, and the GOS has focused on stabilizing the economy to prepare it for growth. Whether it will succeed is an open question, as it is throughout most of the Sahel. Based on recent performance indicators, the GOS has made some progress in a difficult environment. However, Senegal's dependence on foreign aid is not likely to diminish in the near future given population growth, vulnerability to unfavorable weather, bureaucratic and regulatory obstacles to private sector growth, and limited market prospects. Opportunities for growth will be further explored as MAPS proceeds.

IV. FOREIGN AID

A. Senegal is One of the World's Highest Recipients of Foreign Aid on a Per Capita Basis

With an estimated population of 7.4 million, per capita official development assistance to Senegal is estimated at \$92.4 (1987). This places the country sixth in the world according to the World Development Report (1989), and fourth among African countries after Botswana, Somalia, and Mauritania. Senegal received \$675 million in disbursed foreign aid in 1987, equivalent to about 14% of GDP. Aid disbursements have increased significantly since 1985 when the total was \$303 million.

B. Development Efforts Have Had Little Success in Improving Living Standards

Per capita income and the overall quality of life have shown little improvement over the last 20 years. Senegal will continue to rely on foreign aid and credits to shore up the balance of payments.

C. Donor Community Remains Skeptical About Near-Term Prospects

As a result of the Government's serious efforts to shore up policy, strengthen institutions, and make the public sector more resource-conscious and efficient, the donor community continues to increase levels of assistance. Donor assistance is guided by the context of the Sahel, recognizing that Senegal needs to develop well-managed, productive enterprises that can meet the employment, income, and infrastructure requirements of its growing and increasingly urbanized population. Recognizing the long-term nature of the Structural Adjustment Program and the difficult transitional period required, the Government's policy reforms have generated goodwill in the donor community. It also appears that donors will look increasingly to private sector development to address Senegal's policy, regulatory, institutional, and resource shortcomings.

D. Structural Adjustment Program (SAP) Has Had Significant Impact, Not Entirely Positive

The SAP has helped the GOS establish some of the macroeconomic conditions needed for private-sector-led growth in a free market economy. This includes improved public finance, a low inflation rate, increased food production, and the beginning of a privatization campaign. Some favorable signs have come from traditionally informal rural areas, where village associations and "groupements d'interet economique" (GIE's) have increased food production, begun to engage in value-added activities, and formed community-based organizations that pool savings and can access credit.

Nevertheless, progress under the SAP has been slow. Resistance in the modern, formal, and public sector has been strong. A large part of the private sector, primarily in industry, has been negatively affected by cheaper imports without having had the time and institutional support (e.g., banks) to adapt to a more competitive environment. Commercial trade is growing, most of it informal. Smuggling and illegal trade are common, perpetuating a spiral of unproductive and inefficient relations between the Government and private sector (e.g., high tax rates vs. tax avoidance; arbitrary customs assessments vs. contraband). The Government has not yet been able to create an environment of certainty to support higher levels of private investment. Much of this is due to the Government's poor record in consulting and working with the private sector to achieve consensus. In the meantime, debt service increases, urbanization proceeds at a rapid pace, the country remains

vulnerable to drought, and many Senegalese find it difficult to subsistence and petty trade.

E. USAID is a Significant Player Among Many Donors

As seen in Table 2, the USAID contribution to Senegal is a significant percentage of total multilateral and bilateral aid to Senegal, although percentages declined during 1986-87 because of large increases in multilateral aid from IDA and the EC. USAID is the second largest bilateral donor after France. Relations between the Governments of Senegal and the U.S. are good, and aid packages will likely continue at current levels or more in light of the challenges facing the Government of Senegal.

Table 2

Development Aid to Senegal

	1983	1984	1985	1986	1987
(\$ m disbursements)					
Bilateral	262	314	240	372	417
Multilateral	65	66	63	225	258
Total	327	380	303	597	675
Largest Individual Donors:					
France	88	93	82	154	175
World Bank/IDA	20	20	29	113	116
A.I.D.	47	69	44	40	48
OPEC	48	60	40	36	33
EC	16	21	6	65	74
Italy	7	8	16	31	45
Canada	--	25	14	18	26
A.I.D. Share of Total	14.4%	18.2%	14.5%	6.7%	7.1%
A.I.D. Share of Bilateral Aid	17.9%	22.0%	18.3%	10.8%	11.5%

V. EXISTING USAID-SENEGAL STRATEGY AND PROGRAM

A. Mission Goal, Objectives, and Strategy

The United States supports Senegal for three basic reasons: 1) it is a functioning democracy; 2) it has a leadership position in African and Third World affairs; and 3) it has strategic importance. The USAID program in Senegal works within that context.

The MAPS team reviewed various documents which describe USAID-Senegal's goal, current objectives, and strategy. These include the FY 1989 CDSS, FY 1990 Action Plan (dated March 1988), FY 1991 ABS, and the Private Sector Strategy dated March 10, 1988. The CDSS, although dated 1989, was actually completed in 1986, with data primarily from the late 1970's and early 1980's. The Action Plan, ABS, and Private Sector Strategy flow from the CDSS; all of them will be revised during 1990-91. The MAPS exercise will assist the Mission with the private sector portions of all these documents.

As stated in the FY 1989 CDSS, USAID's goal can be summarized as follows:

To increase the quality of life for Senegalese by promoting real per capita income growth.

The CDSS articulates two general objectives to support Mission goals. These are:

Objective #1: Short-term: To Participate in a Cooperative Effort with the Government of Senegal and Donors to Restructure the Local Economy and Lay the Groundwork for Positive Growth

Objective #2 Long-term: To Support Senegal's Goal of Achieving Food Self-Reliance (Production + Trade), Even in Drought Years

The existing strategy to address these objectives has four elements:

- to support Senegalese structural adjustment and reform measures;
- assist in agricultural production growth by reducing institutional and infrastructure constraints
- create income-generating activities which contribute both to environmental protection and increased production
- increase human productive capacity and improve the quality of life through health, nutrition, and family planning programs

A variety of programs and projects have been and are being conducted under this strategy. They are roughly divided between nonproject and project assistance, and are financed from a variety of accounts including the DFA, Economic Support Fund, Sahel Development Program, and PL 480.

B. USAID-Senegal Private Sector Strategy and Program

For some time as part of the SAP, the GOS has been committed to an increased role for the private sector. The New Agricultural Policy (NAP), the Cereals Plan, and the New Industrial Policy (NIP) all seek to encourage entrepreneurship and business growth and reduce the role of the State.

USAID's existing Private Sector Strategy seeks to support the GOS within the context of USAID's overall goals and strategy. This Strategy is printed in Appendix 5. An inventory of current Mission programs can be found in Appendix 6.

USAID's existing support to the private sector in Senegal actually is quite widespread; the MAPS team estimates that half or more of the existing program and projects support the private sector either directly or indirectly. This support may be broken down into three major categories:

- budget support and PL 480; under these programs the GOS has encouraged private sales of agricultural inputs, reduced fertilizer subsidies, reduced tariffs and import restrictions, and initiated banking reform
- private sector portions of larger activities; Mission projects in family planning and irrigation and water management have incorporated roles for private companies to market products and construct facilities
- private sector projects; there are several such projects, including the community and enterprise development project in Kaolack and Fatick, a reforestation activity through private nurseries and individuals, and a private sector training project

The ongoing MAPS exercise will build on the existing use of private sector agents in USAID's programs/projects.

VI. PRELIMINARY PRIVATE SECTOR FINDINGS

A. Private Sector Strengths

GOS initiatives to promote a dynamic private sector have made slow progress to date. Nevertheless, Senegal has a number of strengths to build upon as efforts proceed to make the private sector more competitive and efficient. These include:

- Political Stability: Under difficult economic conditions, Senegal has demonstrated relative political stability; one of the few African countries to have undergone a smooth succession, and where the military has spent most of its time in the barracks, remaining relatively apolitical
- Religious and Ethnic Tolerance: Senegal suffers less from tribal feuds than other parts of the continent and world; Senegal's first President was from a minority religion; Senegal's current President received critical support from the brotherhoods when his opponent was from a group more widely represented in the brotherhoods; when the conflict with Mauritania occurred in 1989, the Government intervened to protect the Mauritians, and the violence did not spill over into the Lebanese or other Arab communities
- Climate: Climatological variation provides opportunities for tourism and numerous agro-industrial activities
- Private Sector: Senegal has a well-skilled, highly educated class of professionals capable of first-rate modern management; this includes CESAG, accountants, consultants, and the NGO/PVO community; the informal sector also is vibrant and resilient
- Infrastructure: Comparatively good infrastructure that will improve with increased public expenditure

All of the above are strengths that should be considered as building blocks for private sector development. When combined with favorable trends under the SAP (e.g., low inflation rates, improving public sector management, real GDP growth, the performance of many village organizations and GIE's), they provide reason for some optimism concerning Senegal's economic future.

B. Private Sector Constraints

At the moment a strong element of uncertainty pervades the economy, making it difficult for private sector enterprises to plan and operate on anything but a short-term basis. Part of this has to do with a lack of national consensus on pursuing structural adjustment after decades of paternalism and protectionism. Part is also due to the multitude of constraints that impede dynamic private sector development, making it difficult to plan. Based on meetings with representatives of Dakar's formal private sector and from information gathered from private sector reports, the most serious constraints to private sector development seem to be as follows:

- Policy Process: Weakly articulated, not well coordinated; limited access points for private sector; favoritism and selectivity leading to fraud and discrimination; lack of will by Government when faced with opposition to policies, implementation not carefully planned between relevant Ministries; donor pressures increase uncertainties due to difference of opinion, conflicting conditionalities; sense of

uncertainty discourages private investment; private sector feels neglected, ignored, resentful

- The State Bureaucracy: Excess administration made worse by an interventionist class of bureaucrats trained in the French mode suspicious of private sector activity; organizational dispersion leads to wasted time and money, encouraging fraud and discouraging efficiency; selectivity and rigidity in application of laws, in effect limiting due process and legal recourse; ad hoc nature of legislation, decrees and enforcement promote uncertainty, reinforce the informal sector; courts are slow in deciding commercial cases, enforcement limited
- Customs: Slow, arbitrary, leading to negative impact on local producers (e.g., not enough tariffs to offset EEC subsidies) and consumers (e.g., improper classification leading to excess duties); smuggling and illegal trade increasing, partially the result of poor customs
- Money and Credit: Tight monetary policy has limited funds available for productive credit; parastatal losses, sectoral credit allocations (e.g., to agriculture), and controlled interest rates have led to high nonperformance of loan portfolios and weak income statements, draining bank capital; controlled interest rates on loans, lack of confidence in medium- and long-term investments have discouraged banks from taking deposits, discouraging financial intermediation; substantial savings kept informally, reducing efficiency; informal credit costly, usually for "nonproductive" investments; inefficient transfer system; reliance on collateral disqualifies Senegalese from most available funds for credit; limited formal banking activity outside of Dakar; no credit unions; Investment Code mandates minimum debt/equity ratios, discouraging local and formal investment
- Taxes: Rates too high and varied (e.g., registration, sectoral, value-added, social services), encouraging informal sector activity and fraud; registration and start-up taxes are constraints to formal enterprise development; collection arbitrary; high cost structure encourages underinvoicing to reduce tax; large companies required to make "blocked loans" to the Government, limiting cash reserves that could otherwise be used for productive investment, employment; taxes on companies for its employees discourages hiring of more full-time workers, reducing formal sector ability to absorb increasing employment needs
- Government/Parastatal Debt: Public sector notorious for delays, obstacles in paying suppliers for goods/services, negatively impacting cash flow and reducing turnover; repaying trade credit selective, arbitrary, fraudulent; costs to business are factored into business planning, driving up costs to consumers; many suppliers will no longer sell to public sector agencies or companies; cross-debts in arrears, burden to public finance
- Information and Institutional Support: "Guichet unique" not effective, lacking phones, copiers, publications of pertinent laws, regulations; "guichet unique" personnel are bureaucrats, not private sector; limited information available via Chamber of Commerce, Government, etc., on international market trends, quality control, procurement; ineffective private sector associations
- Labor: Low productivity; high cost relative to West Africa, Asia, Latin America; high illiteracy, absenteeism; too much vacation time;

lack of motivation, skill, and discipline; poorly developed formal apprenticeship and vocational-ed programs; organized labor often antagonistic, opposed to measures to increase productivity and efficiency; concept of social protection, lifetime employment, primacy of age (vs. productivity, efficiency); Labor Code rigid and protective of labor (e.g., contract duration, dispute settlement, layoffs); no relation between productivity and compensation; labor rights aggressively pursued by employees and their representatives, leading to high cost in time and money to enterprises

- Energy: Dependent on petroleum imports; alternatives (e.g., hydro, solar) not developed or likely feasible; high cost adds to problems of efficiency, competitiveness, creates a negative multiplier effect; limited availability poses threat to environment (e.g., firewood, charcoal); frequent power outages without notice to manufacturers
- Water: High mineral content hurts textile and agro-industrial enterprises; changes in pressure hurt large consuming enterprises; lack of access negatively impacts agricultural production
- Telecommunications: Lack of access; limited linkage between Dakar and rest of country; high cost for international calls; easier to call New York than Kaolack from Dakar; maintenance problems; slow administration
- Land Tenure: Uncertain application of law ("modern legal" vs. traditional); leasing uncertainty discourages investment, keeps firms small and informal, lessens access to bank credit
- Raw Materials: Country has limited selection of raw materials; costly when sourced; protectionism (e.g., sugar, cement) keeps prices high, while poor customs/tariff regime hurts producers (e.g., chemicals); intersectoral linkages have not been well developed for increased value-added
- Transport and Port: High cost; rail line 25-65 years old, limited in cargo weight (12.5 tons/axle) it can transport; cheaper to ship from Dakar to Europe than to bring goods through Dakar for delivery in Senegal; Air Afrique request for monopoly or reduced competition likely to drive up prices; Gambia and failure of Senegambia obstructs national transport, trade; frequent delays and blockages at ferry crossing points; subsidies for road transport from Casamance to "north" expensive
- Equipment: Heavy reliance on imports; economic recession, problems doing business have reduced after-sales service, leading to higher cost maintenance (e.g., higher inventory cost for spares); limited mechanical skills, training among Senegalese; weak formal vocational education and apprenticeship programs; limited number of appropriate technology institutes
- Domestic Market: Influx of imports reduces productive sectors, thereby forcing country to rely on agriculture and trade for purchasing power; increased levels of fraud, informal activity; modern methods of procurement, inventory control and marketing management often lacking; hurt by existence of Gambia; dispute with Mauritania left billions (FCFA) in commercial trade credits unpaid (but created opportunity for Senegalese to enter this sector)
- Foreign Markets: Neighboring countries in weak economic position, with limited purchasing power, disregard for regional trade agreements and various barriers; Senegalese goods usually too costly to compete

in international markets (e.g., textiles) unless subsidized; organized export promotion not effective; limited export offerings, and depressed international prices for those (e.g., groundnuts, cotton); FCFA overvalued, limiting ability to diversify export markets; French trade with Francophone Africa declining as percentage share of total; political change in East Europe, unification of European markets in 1992 and after may hurt exports other than seasonal fruits and vegetables, repatriation of funds

- Scale: Most Senegalese enterprises are informal due to limited start-up capital, leasing uncertainty and the need to avoid numerous regulatory and fiscal constraints; capital formation and productivity are low; where enterprises are large, they are often too large given the limited nature of the domestic and regional market; fixed assets are often old, with high maintenance costs due to limited skilled labor and high inventory costs associated with after-sales service networks; taxes and other costs hurt cash flow, reduce capital expenditures needed for increasing competitive capabilities in liberalized trade regime

- Management: Modern management skills still in short supply; Senegalese lack relevant training in bookkeeping, accounting, finance, procurement, quality and inventory control, marketing and distribution, planning and budgeting; many entrepreneurs unequipped for liberalized trade regime; sociocultural pressures against modern management

VII. PRELIMINARY IMPRESSIONS FOR ANALYSIS BY MAPS

A. Preliminary Conclusions

- The Senegalese private sector is small, informal, and cautious new investment. Senegalese business and industry leaders are reluctant to invest large sums in productive assets due to the overwhelming sense of uncertainty in the economic environment, lack of financial resources, and high costs of production that make Senegal uncompetitive in an unprotected economy. The informal sector, dominant in both urban and rural areas and driven towards agriculture and trade, stays small to avoid taxation, registration and other burdensome constraints. This limits productivity, job creation and value-added activity. The number of medium-sized businesses is limited.
- The formal Senegalese private sector is small and geared to the tertiary sector. Dakar has a small class of well-trained professionals, with highly educated people working in the services sector or the Government. However, most of the Senegalese private sector is informal (agriculture and petty trade), or semi-skilled/unskilled in the industrial trades. The large agro-industrial complexes, major manufacturing operations and most dominant wholesale trade operations are run by the French and Lebanese. Even retail trade was dominated by Mauritians until recently, with an increase in Senegalese retailers brought on by extraordinary political events. As Senegal has lacked a strong, modern private sector tradition, this will be slow to change. Nevertheless, with increasing uncertainty in the French and Lebanese community, Senegalese may be faced with the need to assume greater responsibility for agro-processing and industry. Institutions like CESAG are a positive start in stressing modern management techniques for the modern formal sector.
- Capital formation is a problem, not entirely due to the problems of the formal banking sector. Assembling large groups of investors to pool funds for a productive enterprise is uncommon. More common is the pooling of funds by small groups (two or three) for a small business start-up, or by large groups (e.g., workers in France from the same town) for construction of a mosque. GIE's in the rural areas, "tontines" in the rural areas, contributions through the religious brotherhoods and "La Financiere" represent, in varying degrees, different methods of capital formation.
- Structural adjustment is proceeding slowly, and does not have the strong support of the urban population. A good report card in some performance areas has not been perceived as benefiting the private sector.
- The GOS is not likely to be very successful with sales of parastatal enterprises. So far progress has been slow, and there is little about Senegal's investment climate that makes purchase of these assets attractive. Since 1985, when 26 firms were put up for sale, only five have been sold.
- Some redundant employees have been taken off the public payroll, but this has increased frustration as neither the formal nor the informal sectors have much absorptive capacity for gainful employment outside of subsistence agriculture and petty trade. These layoffs also demoralize existing staff, and create a more antagonistic civil service that is already excessively intrusive in economic affairs.

- The banks are in miserable shape, although steps are now being taken to improve them. Credit portfolios are nonperforming. Bank capital has been sapped. Deposits are discouraged except in large quantities, thereby making formal credit a virtual impossibility for the vast majority of Senegalese. The informal financial sector remains strong, but rarely are informal savings put into productive investments that would generate substantial gains in income and employment.
- Modern management capabilities are limited in the Senegalese business community except in the tertiary sector. This serves as another barrier to entry to increased representation in the value-added nonagricultural sectors.
- There may be hope for the forestry sector. Base line data on the marketing of forestry products are being completed and preliminary assessments are favorable toward commercialization on an artisanal basis.
- Coops are weak, but alternatives are emerging. The formal cooperative movement is weak because it is a top-down command structure. On the other hand, GIE's are decentralized, community-based, and showing increasing strength in rural areas. USAID is correct to explore the possibility of introducing credit unions and private loan guarantee funds (SCM's) for rural, microenterprise, and SME development.
- Local GOS/private sector dialogue is relatively undeveloped, but both parties appear to be drafting more constructive approaches. The problem is with the difference in vested interests (e.g., French, Lebanese, Senegalese; formal vs. informal; rural vs. urban; "productive" vs. commercial, etc.) in the private sector, the public sector's traditional role of controlling the private sector, and general Government administrative disorganization (both vertically and horizontally).
- Much of the formal private sector remains protectionist. A survey by CESAG of 43 industrial enterprises showed that many industrial firms want protection against cheaper imports, usually from the Far East. The belief is that Senegal is too small a market to be able to compete with countries in which the local market is larger and economies of scale more ably derived. While many producers applaud some of the reforms, others claim that Senegalese industry will perish in an environment of uncontrolled competition at a time when credit is scarce, medium-term and long-term investment virtually nil, and local costs of production high by regional and international standards.
- USAID is already supporting Senegal's private sector. Review of the current project budget reveals a strong private sector component, with an increasing portion of funds targeted directly to Senegalese private sector firms, rather than indirectly via subcontracting through U.S. firms. USAID's health and population efforts are showing success with private sector deliverers of health care products.

B. Preliminary Suggestions

- Promote policy coordination among all relevant parties. Policy coordination is a problem in Senegal, leading to problems with implementation at the institutional level. Increased local coordination of programs and policies between donors seems warranted.

- Studies should be better coordinated. Information on Senegal abounds due to the number of studies done in the 1980's. Private sector studies are currently being carried out by USAID, the World Bank and UNIDO, and others have recently been completed. USAID should encourage a multilateral to coordinate improved Government/donor and donor/donor dialogue, reduce study and survey overlap, and jointly finance studies and projects.
- MAPS offers USAID-Senegal the opportunity to hone in on specific areas of interest to the private sector. Specific studies USAID may want to carry out for its own purposes, as information to be shared with the local private sector, the Government and donors: port costs, with recommendations on improving turnover, reducing fraud; assessment of Senegal's research and development capabilities, including problems of coordination and information dissemination; and a rural finance study directed at developing financial institutions that would better serve rural, microenterprise and SME development based on the strengths of the Kaolak model. These studies could all be performed in the context of the MAPS exercise.
- Explore the possibility of promoting venture capital. Assist "La Financiere" with a workshop in Dakar to promote indigenous venture capital schemes. Provide technical assistance via AFR/MDI.
- Look into helping develop U.S.-style private sector associations. Consider assisting autonomous private sector organizations, including the establishment of a centralized information center for visiting businessmen. Identify areas in which information flows can be developed between the Senegalese and U.S. private sector to promote joint ventures, technical service agreements, market information, etc.
- Hire a local Private Sector Advisor. The Private Sector Advisor would coordinate/conduct the Mission's Private Sector activities.
- Tap more into AFR/MDI. Initiate actions to get AFR/MDI-supported agencies more involved in Senegal, such as the Africa Project Development Facility (APDF), the Africa Management Services Company (AMSCO), the Foreign Investment Advisory Service (FIAS), the Africa Venture Capital Fund, and the Africa Growth Fund.
- Improve coordination of private sector training. Meet to think of linkages and synergies that can be achieved between broad private sector objectives and more specific projects/programs under way in agriculture, health, irrigation, and human resource development.
- Train Government officials as if for the private sector. Consider providing private sector training to Government officials to improve the "enabling" environment and reduce institutional blockage.
- Private sector training should also be geared to educating the Senegalese private sector on the need for efficiency and competitiveness, and the structural deficiencies associated with full-scale protectionism. This task will be particularly complex given pervasive French influence, limited policy autonomy characteristic of the CFA Zone, the high value of the CFA, traditional protection provided to the formal labor sector, evident frustration in urban areas resulting from lost purchasing power, and examples of subsidies and protection in other countries around the world.

VIII. MAPS: SUBSEQUENT STAGES AND TIMING

A. Overview

The MAPS team worked with the Mission to ensure that scheduling accommodated the Mission's CDSS schedule. CDSS completion is tentatively planned for early calendar year 1991. Phases I-V of MAPS will be concluded in June. This will leave time for additional studies before finalization of the Mission's private sector strategy towards the end of 1990. The Mission anticipates using MAPS documentation as direct components in the 1991 CDSS.

B. Calendar

The following represents the Mission's desired schedule for MAPS:

- Phase I: Field work November 27-December 11, with Phase I document completed soon thereafter.
- Phase II: December until mid-April. The subcontracted firm will submit its report to the Project Monitor in February. Project Monitor will prepare preliminary draft of Private Sector Description by March. Draft will be submitted to the Mission in March for comments.
- Phase III: February until mid-April. The subcontracted firms will conclude field survey work by end of March. Project Monitor will finalize draft and report will be submitted to the Mission in April.
- Phase IV: November through May. Continuous dialogue with Government of Senegal, private sector and donors. Specific focus group sessions will be programmed at a later date.
- Phase V: Mid to late May. MAPS team will return to Senegal for final presentation of Phases I-V. Strategy recommendations will be presented at this time. Follow-up activities for specific CDSS requirements will also be decided upon at this time. Final document will be prepared.

- DRAFT -

MAPS PHASE I REPORT

PRIVATE SECTOR DEVELOPMENT FRAMEWORK

SENEGAL

March 1990

APPENDICES

LAI
LABAT-ANDERSON
INCORPORATED

APPENDIX 1

SCOPE OF WORK

PRIVATE SECTOR DESCRIPTION

SUBCONTRACT LAI-90-138-8400

[Consisting of Pages 1 through 16]

BETWEEN

Contractor: LABAT-ANDERSON, Inc.
2200 Clarendon Blvd.
Suite 900
Arlington, Virginia 22201, USA

AND

Subcontractor: CABINET AZIZ DIEYE/COOPERS AND LYBRAND
2, Place de l'Independance
1er Etage
Dakar, Senegal

Dated: January 23, 1990

SENEGAL-PRIVATE SECTOR DESCRIPTION

EXECUTION

For LABAT-ANDERSON Inc.:



Victor Labat
President

23/01/90

Date

For SUBCONTRACTOR:



Aziz Dieye
President
Cabinet Aziz Dieye

23/01/90

Date

**LABAT-ANDERSON INCORPORATED
USAID/MDI**

**SUBCONTRACT
CABINET AZIZ DIEYE/COOPERS AND LYBRAND**

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EXHIBIT A

STATEMENT OF WORK

EXHIBIT B

REPRESENTATIONS AND CERTIFICATIONS

SECTION A - INTRODUCTION

This is a subcontract under Agency for International Development (A.I.D.) Contract AFR-0438-C-00-8059-00.

From time to time the term Contracting Officer is used in this subcontract. The term shall mean LABAT ANDERSON's Vice President for Administration and Finance unless the text mandates the Contracting Officer of the United States Government. From time to time the term Contractor is used in this subcontract. The term shall mean subcontractor unless the text mandates the Contractor as LABAT-ANDERSON.

From time to time the terms United States or United States Government are used as the contracting entity in this subcontract. The term shall mean LABAT-ANDERSON Incorporated unless the text mandates the United States in the sovereign sense or in the contracting sense as a right reserved for the United States Agency for International Development, hereinafter referred to as USAID.

SECTION B - SUPERCEDING EFFECT

This Contract supercedes all written or oral agreements, if any, and constitutes the entire agreement between the parties hereto with respect to this Contract.

SECTION C - SERVICES AND COSTS

C.1 SERVICES

As described in Exhibit "A" Statement of Work and the Contractor's technical proposal dated December 5, 1989, (incorporated herein by reference), the Contractor shall promote the development of investment and private enterprise as well as more open and integrated markets in Africa. These activities will contribute directly to the goals of the Development Fund for Africa with particular emphasis on increased broad-based participation, jobs and production. In the event of any inconsistency between the Statement of Work and the Contractor's technical proposal the former shall govern.

C.2 PERIOD OF PERFORMANCE

This contract shall be effective on ^{December 18, 1989} ~~January~~ 18, 1989, 1990 and shall remain in force and effect through April 15, 1990.

C.3 CONSIDERATION AND PAYMENT

1. Contractor shall, as the entire compensation hereunder, be compensated at a contract price which shall not exceed

U.S. \$16,800 for the entire period of performance.

2. Invoices shall be sent to LABAT-ANDERSON at the address shown on the cover sheet of the Contract, c/o M. Peter Leifert. A telefax copy of a voucher will be acceptable to initiate payment, provided the original voucher is also sent to LABAT-ANDERSON. LABAT-ANDERSON shall pay vouchers in U.S. dollars 30 days after receipt of a voucher, provided the voucher is in proper order. Each voucher submitted shall include the Contractor's bank name, address and account number. LABAT-ANDERSON will make payments in U.S. dollars in the form of wire transfers to the designated account.

C.4 LEVEL OF EFFORT REQUIREMENTS FOR THE PERIOD OF PERFORMANCE

1. It is hereby understood and agreed that the Contractor shall not exceed the following labor dollar categories and estimated number of working days in the performance of this contract. The Contractor may reallocate effort by labor category, provided the ceiling price is not exceeded. The Contractor shall invoice LABAT-ANDERSON only for those days actually expended in the performance of this contract at the fixed daily rates identified below:

<u>PERSONNEL</u>	<u>NO. OF WORK DAYS</u>	<u>DAILY RATE</u>	<u>AMOUNT US \$</u>
Director	5	\$350	\$1,750
Manager	15	\$250	3,750
Senior Consultant	20	\$200	4,000
Consultant	20	\$100	2,000
Systems Analyst	7	\$100	700
Statistician	10	\$150	1,500
Legal/Tax Consult.	7	\$150	1,050
<u>Secretarial</u>	<u>10</u>	<u>\$100</u>	<u>1,000</u>
TOTAL LABOR: Not to Exceed:			\$15,750

Other Costs

Telephone/Telex	150
Transportation	300
Reproduction/Translation	100
Miscellaneous	<u>500</u>
TOTAL ODC's: Not to Exceed	\$1,050

TOTAL COSTS FOR PRIVATE SECTOR DESCRIPTION:

Not to Exceed **\$16,800**

2. For payments under this Contract, a working day is (8) hours.
3. The Contractor also agrees to furnish data which the Contracting Officer may request on costs expended or accrued under this contract in support of the information specified herein, and of invoices submitted.

C.5 LOGISTIC SUPPORT

All logistic support necessary to perform this contract is the responsibility of the Contractor.

C.6 TECHNICAL DIRECTION

1. Performance of the work hereunder shall be subject to the technical directions of the cognizant LABAT-ANDERSON Project Manager and the AID Project Officer. The cognizant Project Office is AFR/MDI.
2. As used herein, "Technical Directions" are directions to the Contractor which fill in details, suggest possible lines of inquiry, or otherwise complete the general scope of the work. "Technical Directions" must be within the terms of this contract, shall not change or modify them in any way, and shall not constitute changes, which may only be accomplished by the Contracting Officer. The Contractor shall notify the Contracting Officer in writing of any Technical Directions which he/she considers to constitute changes prior to proceeding therewith.

D. INSPECTION AND ACCEPTANCE

D.1 LABAT-ANDERSON, together with its customer, shall have the right to review and inspect all work in process at any time during the period of performance of this contract.

D.2 The following contract clauses pertinent to this Section are hereby incorporated by reference.

**FAR 52.246-05 Inspection of Services - Cost Reimbursement
(APR 1984)**

FAR 52.246-25 Limitation of Liability - Services (APR 1984)

SECTION E - DELIVERIES OR PERFORMANCE

The following contract clauses pertinent to this Section are hereby incorporated by reference.

FAR 52.212-13 Stop Work Order (APR 1984)

SECTION F - SPECIAL CONTRACT REQUIREMENTS

F.1 SUBMISSION OF COMPLETION VOUCHER

The clause of this contract entitled "Allowable Cost and Payment" (FAR 52.216-07) provides in paragraph (h)(1) that "... the Contractor shall submit a completion invoice or voucher, designated as such, promptly [emphasis added] upon completion of the work ...". The term "promptly" is not defined in the clauses. In order to avoid ambiguity, and to ensure expeditious closeout of completed contracts, the term "promptly" is defined as 60 days from the actual completion date of the contract, unless otherwise approved in writing by the Contracting Officer. The Contractor shall have up to one year after completion of the contract effort (or longer, as the Contracting Officer may approve in writing), or until a mutually acceptable final release has been signed, to submit a revised completion voucher, should circumstances warrant. Upon receipt of the final voucher, the Contracting Officer shall begin actions necessary to properly close the contract. Processing of the final voucher for payment shall not begin until compliance by the Contractor with all terms and conditions of the contract.

F.2 RIGHTS IN DATA

1. The term "Subject Data" as used herein includes writing, sound recordings, pictorial reproductions, drawings or other graphical all representations, and works of any similar nature (whether or not copyrighted) which are specified to be delivered under this contract. The term

does not include financial reports, cost analyses, and other information incidental to contract administration.

2. All Subject Data first produced in the performance of this contract shall be the sole property of the Government. The Contractor agrees not to assert any rights at common law or equity and not to establish any claim to statutory copyright in such Data. The Contractor shall not publish or reproduce such Data in whole or in part or in any manner or form, nor authorize others to do so, without the written consent of the Government until such time as the Government may have released such Data to the public.
3. The Contractor agrees to grant and does hereby grant to the Government and to its officers, agents and employees acting within the scope of their official duties, a royalty-free, nonexclusive, and irrevocable license through the world (i) to publish, translate, reproduce, deliver, perform, use, and dispose of, in any manner, any and all Data not first produced or composed in the performance of this contract but which is incorporated in the work furnished under the contract, and (ii) to authorize others to do so.
4. Nothing contained in this clause shall imply a license to the Government under any patent or be construed as affecting the scope of any license or other right otherwise granted to the Government under any patent.
5. Paragraph (3) of this section is not applicable to material furnished to the Contractor by the Government and incorporated in the work furnished under the contract, provided such incorporated material is identified by the Contractor at the delivery of such work.

F.3 Disputes and Venue

Any dispute under this subcontract shall be resolved by negotiation of the parties. In the event that negotiations are not successful in resolving any dispute and litigation is necessary, this contract shall be interpreted in accordance with the laws of the Commonwealth of Virginia in the court system thereof.

SECTION G - CONTRACT CLAUSES

- G.1 The following Federal Acquisition Regulation (48 CFR Chapter 1) and AID Acquisition Regulation (48 CFR Chapter 7) clauses which apply to this contract are designated by an "X".

(X) 52.252.04 - Alterations in Contract (APR 1984)

Portions of this contract are altered as follows:

- (a) In the clause entitled "Notification of Changes" (FAR 52.243-07), insert "14 days" in the blank in paragraph (b).

(X) 52.252-02
Clauses Incorporated by Reference (APR 1984)

This contract incorporates the following clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available.

- (X) 752.202, Alternate 70 AID Definitions Clause - General Supplement for Use in All AID Contracts (APR 1984)
- (X) 752.202, Alternate 72 AID Definitions Clause - Supplement for AID Contracts Involving Performance Overseas (APR 1984)
- (X) 52.203-05 Covenant Against Contingent Fees (APR 1984)
- (X) 52.243-02 Cost Reimbursement
- (X) 52.203-01 Officials Not to Benefit (APR 1984)
- (X) 52.203-3 Gratuities (APR 1984)
- (X) 52.215-01 Examination of Records by Comptroller General (APR 1984)
- (X) 52.215-02 Audit-Negotiation (APR 1984)
- (X) 52.215-30 Facilities Capital Cost of Money (APR 1984)
- (X) 52.215-31 Waiver of Facilities Capital Cost of Money (APR 1984)
- (X) 52.225-09 Buy American Act - Trade Agreements Act - Balance of Payments Program (APR 1985)
- (X) 52.225-11 Certain Communist Areas (APR 1984)
- (X) 52.229-08 Taxes - Foreign Cost Reimbursement Contracts (APR 1984)
- (X) 52.232-01 Payments (APR 1984)

(X)	52.232-08		Discounts for Prompt Payment (JUL 1985)
(X)	52.247-63		Preference for US-Flag Air Carriers (APR 1984)
(X)	52.249-06		Termination for Convenience of the Government (Cost Reimbursement) (APR 1984)
(X)	752.7001		Biographical data (APR 1984)
(X)	752.7003	Alts 70 & 71	Payment (APR 1984)
(X)	752.7004		Payment (APR 1984) Source and Nationality Requirements for Procurement of Goods and Services (APR 1984)
(X)	752.7005		Languages, Weights, and Measures (APR 1984)
(X)	752.7006		Notices (APR 1984)
(X)	752.7008		Use of Government Facilities or Personnel (APR 1984)
(X)	752.7010		Conversion of US Dollars to Local Currency (APR 1984)
(X)	752.7013	Alt. 70	Contractor Mission Relationships (APR 1984)
(X)	752.7020		Organizational Conflicts of Interest (MAR 1985)
(X)	52.219-13		Utilization of Women-Owned Small Businesses (APR 1984)
(X)	52-219-14		Limitations on Subcontracting (OCT 1987)
(X)	52.220-01		Preference for Labor Surplus Area Concerns (APR 1984)
(X)	52.220-03		Utilization of Labor Surplus Area Concerns (APR 1984)
(X)	52.220-04		Labor Surplus Area Subcontracting Program (APR 1984)
(X)	52.223-02		Clean Air and Water (APR 1984)

- (X) 52.227-03 Patent Indemnity (APR 1984)**
- (X) 52.227-08 Reporting of Royalties (Foreign) (APR 1984)**
- (X) 52.227-10 Filing of Patent Applications - Classified Subject Matter (APR 1984)**
- (X) 52.227-13 Patent Rights - Acquisition by the Government (APR 1984)**
- (X) 52.232-20 Limitation of Cost (APR 1984)**
- (X) 52.232-22 Limitation of Funds (APR 1984)**
- (X) 752.219-8 Utilization of Small Business Concerns and Small Disadvantaged Business Concerns (APR 1984)**

EXHIBIT A

STATEMENT OF WORK

BETWEEN

LABAT-ANDERSON INCORPORATED

AND

CABINET AZIZ DIEYE/COOPERS AND LYBRAND

SENEGAL - PRIVATE SECTOR DESCRIPTION

PRIVATE SECTOR DESCRIPTION

A. Introduction

The basic objective of the Senegal Private Sector Strategy Assessment is to provide the necessary data gathering and insights to help USAID develop a strategy for assisting private sector development. USAID worldwide has placed high priority on such private sector initiatives. A complete private sector strategy assessment program consists of seven steps, all outlined in the previously submitted Scope of Work/Terms of Reference.

The objective of the Private Sector Description is to gather and present relevant data about the private sector which will permit USAID-Senegal to understand clearly what and how significant the private sector is and the role it plays in the overall macroeconomic picture. Key concerns have been submitted to Cabinet Aziz Dieye in the Scope of Work/Terms of Reference. The data sets and analyses listed below are the minimum expected to be assembled by the consultant and utilized in the report. Sectoral and sub-sectoral groupings listed in Step B2 below are preferred for standardized data comparison. Scale sizes, where specified, will be determined based on availability of the data but standardized to the greatest degree possible. Sources of all data should be properly labeled at all times. Cabinet Aziz Dieye will work closely with the Project Monitor to ensure all data are collected, properly tabulated and organized.

B. Minimum Required Data Sets and Analyses

The following constitute minimum data and analyses for the Private Sector Description. These are generally consistent with the data sets included in the Scope of Work/Terms of Reference, with some minor modifications. Additional data may be specified by the Project Monitor in the course of the study, although these demands will be approached collaboratively and will not significantly deviate from the points mentioned below:

1. Private Sector as % of the following (10-year time series):
 - GDP
 - Employment and Employment Generation
 - Credit Utilization
 - Savings
 - Investment
 - Exports
 - Imports

2. Public vs. Private Sector Share of GDP and Employment on sectoral (e.g., Agriculture; Trade) and specifically sub-sectoral (e.g., Groundnuts, Maize, Rice, Wholesale, Retail) bases by the following on a 10-year time series:

- Primary Sector: Agriculture, Livestock, Forestry, Fisheries, etc.
 - Secondary Sector: Manufacturing (incl. agro-processing, agro-exports, fish processing and exports), Mining, Construction, Energy, Other Industry, etc.
 - Tertiary Sector: Trade, Transport, Tourism, Banking, Finance, Insurance, Government, Other Services, etc.
3. Formal vs. Informal Share of GDP and Employment on a sectoral and sub-sectoral basis as described in point 2 above.
 4. Government and Parastatal Spending (separated) as % of:
 - GDP (15-year time series, including minimum five-year projections)
 - Credit utilization (minimum 10-year time series; preferably classified by "commercial" and "development" banks, Private vs. Government-owned banks, etc.)
 - Employment (15-year time series, including minimum five-year projections)

These data sets should be classified on a sub-sectoral basis as described in Step 2.

5. State-Owned Enterprises Financial Performance (10-year time series:)
 - Losses as % of GDP (by sector; preferably a comprehensive list is available on a consolidated sub-sectoral basis)
 - Employment (total numbers by sector; wages, salaries, benefits)
6. Balance of Payments (15-year time series, including five-year projections).
7. Quantitative and Qualitative Review of Relevant Government Policies and Results Impacting Private Sector Growth/Stagnation/Demise (by sector/scale, and where possible, gender/ethnic group/nationality)
 - Fiscal (e.g., rates, collection procedures; types of taxes, etc.)
 - Monetary (e.g., money supply; reserve requirements, etc.)
 - Bureaucracy/Administration (e.g., Government approvals; time requirements; fees, etc.)
 - Registration/Licensing (e.g., new enterprises; renewals, etc.)

- Trade (e.g., tariffs; duties; subsidies; customs; protection; licensing, etc.)
 - Banking regulations (e.g., interest rates; sectoral credit allocations; capital ratios; reporting requirements, etc.)
 - Foreign investment (e.g., registration; capital/equity requirements; protected local industries; "guichet unique"; Free Trade Zone, etc.)
 - Labor Code (e.g. employment; retirement; severance; layoffs/firings; strikes, etc.)
 - Legal environment (e.g., filing suits; legal recourse; fraud; unauthorized fees, etc.)
 - Land tenure (e.g., ownership rights; filing procedures; taxes; "modern" and "traditional", etc.)
 - Other (e.g., insurance; factor costs)
8. Overview and analysis of the problems affecting the banking sector. This should include the major problems affecting the banking sector (e.g., weak loan portfolios, steady erosion of capital, disincentives to mobilize deposits, etc), reasons for their development, recent institutional development efforts, the role of the Government, and Non-Bank Financial Institutions.,
 9. Top 10 businesses in each sub-sector, their asset size, ownership structure and nature of business activity.
 10. Key business associations, their membership (sector, scale, profession, location, total number, ethnic/gender/nationality group)
 11. Key business leaders in industry, agriculture/agribusiness, commerce, transport and finance.
 12. Description of CFA zone impact on monetary and fiscal policy, trade policy and domestic production.
 13. Agricultural Overview: plantation vs. smallholder; land tenure; input supply distribution, storage, output marketing, technology, credit and other factors that impact productivity
 14. Role of Government-sponsored vs. Private Sector producer/marketing cooperatives, village associations, credit unions, "groupements d'interets economiques",
 15. Role of women in the agricultural, trading and other sectors; analysis of social conditions that relate to division of labor, and implications for development in food production, processing, etc.

16. Sources of export revenues and foreign exchange (10-year time series), including breakdown of Government, Parastatal and Private Sector shares on a sub-sectoral basis.
17. Donor funds from multilateral and bilateral agencies (10-year time series), specifying institution (e.g., World Bank, Caisse Centrale), country, amounts. An effort should be made to distinguish between emergency food relief assistance during the drought years and more normal forms of assistance. Foreign assistance should be presented within the context of the balance of payments.
18. Repatriation of funds from offshore Senegalese (10-year time series). This should be presented within the context of the balance of payments.
19. Net Foreign Investment (20-year time series). If possible, NFI flows should be traced by market (e.g., EEC, U.S., West Africa, etc.). This should be separate from Steps 16 and 17 above. NFI should be presented within the context of the balance of payments.
20. Private vs. Public supply of Education (including training centers for vocational education) and Health Services (including clinics, pharmacies, hospitals) by region.
21. List of PVO's/NGO's operating in Senegal and their capabilities, project inventories, budgets, involvement and mandate.
22. Estimate of Formal and Informal economic activity in qualitative terms (e.g., types of occupations, social implications, impact on productivity, regional/ethnic location, etc.).
23. Demographic (population growth rates; urban and rural; male and female; age breakdown; regional distribution) and labor supply (total available labor supply; total number of economically active population; retirements; redeployments; new entrants) information.
24. Other:
 - Information illustrating the impact of environmental change and degradation of regulatory change, economic behavior and private sector activity
 - Impact of immigration/emigration (e.g., competing labor from neighboring countries; "brain drain", etc.)
 - Impact of urbanization

- Impact of students, professors and universities on political climate, economic development
- Impact of trade unions on political climate, economic development
- Role of women in the economy (sectoral presence; specific activity related to household management; educational levels, etc.)

C. Deliverables

Aziz Dieye will be responsible for producing the following deliverables according to the calendar dates below. As Cabinet Aziz Dieye will be collaborating with the Project Monitor, adhering to these dates is considered essential for ensuring the quality of the final report.

January 29: Presentation of preliminary data sets and analyses for review by Project Monitor

February 5: Presentation of draft report (5 paper copies in English) for review by Project Monitor

February 14: Presentation of final report (10 paper copies in English and two diskettes) to Project Monitor

The report will be produced on Word Perfect software, and tabular data presented on Excel. Graphics will be produced on appropriate company software.

REPRESENTATIONS, CERTIFICATIONS, AND
OTHER STATEMENTS OF OFFERORS

1. FEDERAL ACQUISITION REGULATION (48 CFR CHAPTER 1)

(A) 52.203-04 CONTINGENT FEE REPRESENTATION AND
AGREEMENT (APR 1984)

(a) Representation. The offeror represents that, except for full-time bona fide employees working solely for the offeror, the offeror-

(NOTE: The offeror must check the appropriate boxes. For interpretation of the representation, including the term "bona fide employee," see Subpart 3.4 of the Federal Acquisition Regulation.)

(1) has, has not employed or retained any person or company to solicit or obtain this contract; and

(2) has, has not paid or agreed to pay to any person or company employed or retained to solicit or obtain this contract any commission, percentage, brokerage, or other fee contingent upon or resulting from the award of this contract.

(b) Agreement. The offeror agrees to provide information relating to the above Representation as requested by the Contracting Officer and, when subparagraph (a)(1) or (a)(2) is answered affirmatively, to promptly submit to the Contracting Officer-

(1) A completed Standard Form 119, Statement of Contingent or Other Fees, (SF 119); or

(2) A signed statement indicating that the SF 119 was previously submitted to the same contracting office, including the date and applicable solicitation or contract number, and representing that the prior SF 119 applies to this offer or quotation.

(B) 52.215-06 TYPE OF BUSINESS ORGANIZATION (APR 1984)

The offeror or quoter, by checking the applicable box, represents that it operates as a corporation incorporated under the laws of the State of Virginia-Senegal, an individual, a partnership, a nonprofit organization, or a venture.

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(C) 52.215-11 AUTHORIZED NEGOTIATORS (APR 1984)

The offeror or quoter represents that the following persons are authorized to negotiate on its behalf with the Government in connection with this request for proposals or quotations: (list names, titles, and telephone numbers of the authorized negotiators).

Sargna Abdoul AZIZ DIEYE
Resident Partner
21 8671

(D) 52.219-01 SMALL BUSINESS CONCERN REPRESENTATION
(MAY 1986)

The offeror represents and certifies as part of its offer that it [] is, [] is not a small business concern and that [] all, [] not all end items to be furnished will be manufactured or produced by a small business concern in the United States, its territories or possessions, Puerto Rico, or the Trust Territory of the Pacific Islands. "Small business concern," as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the size standards in this solicitation.

(E) 52.219-02 SMALL DISADVANTAGED BUSINESS CONCERN
REPRESENTATION (APR 1984)

(a) Representation. The offeror represents that it [] is, [] is not a small disadvantaged business concern.

(b) Definitions.

"Asian-Indian American," as used in this provision, means a United States citizen whose origins are in India, Pakistan, or Bangladesh.

"Asian-Pacific American," as used in this provision, means a United States citizen whose origins are in Japan, China, the Philippines, Vietnam, Korea, Samoa, Guam, the U.S. Trust Territory of the Pacific Islands, the Northern Mariana Islands, Laos, Cambodia, or Taiwan..

"Native American," as used in this provision, means American Indians, Eskimos, Aleuts, and native Hawaiians..

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"Small business concern," as used in this provision, means a concern including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria and size standards in 13 CFR 121.

"Small disadvantaged business concern," as used in this provision, means a small business concern that (1) is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged, or a publicly owned business having at least 51 percent of its stock owned by one or more socially and economically disadvantaged individuals and (2) has its management and daily business controlled by one or more such individuals.

(c) Qualified groups. The offeror shall presume that socially and economically disadvantaged individuals include Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Asian-Indian Americans, and other individuals found to be qualified by the SBA under 13 CFR 124.1.

(F) 52.219-03 WOMEN-OWNED SMALL BUSINESS REPRESENTATION
(APR 1984)

(a) Representation. The offeror represents that it [] is, [] is not a women-owned small business concern.

(b) Definitions.

"Small business concern," as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria and size standards in 13 CFR 121. "Women-owned," as used in this provision, means a small business that is at least 51 percent owned by a woman or women who are U.S. citizens and who also control and operate the business.

(G) 52.222-21 CERTIFICATION OF NONSEGREGATED FACILITIES
(APR 1984)

(a) "Segregated facilities," as used in this provision, means any waiting rooms, work areas, rest rooms and wash rooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees, that are segregated by explicit directive or are in fact segregated on the basis of race, color, religion, or national origin because of habit, local custom, or otherwise.

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(b) By the submission of this offer, the offeror certifies that it does not and will not maintain or provide for its employees any segregated facilities at any of its establishments, and that it does not and will not permit its employees to perform their services at any location under its control where segregated facilities are maintained. The offeror agrees that a breach of this certification is a violation of the Equal Opportunity clause in the contract.

(c) The offeror further agrees that (except where it has obtained identical certifications from proposed subcontractors for specific time periods) it will-

- (1) Obtain identical certifications from proposed subcontractors before the award of subcontracts under which the subcontractor will be subject to the Equal Opportunity clause;
- (2) Retain the certifications in the files; and
- (3) Forward the following notice to the proposed subcontractors (except if the proposed subcontractors have submitted identical certifications for specific time periods):

NOTICE TO PROSPECTIVE SUBCONTRACTORS OF REQUIREMENT FOR CERTIFICATIONS OF NONSEGREGATED FACILITIES.

A Certification of Nonsegregated Facilities must be submitted before the award of a subcontract under which the subcontractor will be subject to the Equal Opportunity clause. The certification may be submitted either for each subcontract or for all subcontracts during a period (i.e., quarterly, semiannually, or annually).

NOTE: The penalty for making false statements in offers is prescribed in 18 U.S.C. 1001.

(H) 52.222-22 PREVIOUS CONTRACTS AND COMPLIANCE REPORTS (APR 1984)

The offeror represents that-

(a) It [] has, [] has not participated in a previous contract or subcontract subject either to the Equal Opportunity clause of this solicitation, the clause originally contained in Section 310 of Executive Order No. 10925, or the clause contained in Section 201 of Executive Order No. 11114;

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(b) It [] has, [] has not, filed all required compliance reports; and

(c) Representations indicating submission of required compliance reports, signed by proposed subcontractors, will be obtained before subcontract awards.

(I) 52.222-25 AFFIRMATIVE ACTION COMPLIANCE (APR 1984)

The offeror represents that: (a) it [] has developed and has on file, [] has not developed and does not have on file, at each establishment, affirmative action programs required by the rules and regulations of the Secretary of Labor (41 CFR 60-1 and 60-2); or (b) it [] has not previously had contracts subject to the written affirmative action programs requirement of the rules and regulations of the Secretary of Labor.

(J) 52.223-01 CLEAN AIR AND WATER CERTIFICATION (APR 1984)

The Offeror certifies that-

(a) Any facility to be used in the performance of this proposed contract is [], is not [] listed on the Environmental Protection Agency List of Violating Facilities;

(b) The Offeror will immediately notify the Contracting Officer, before award, of the receipt of any communication from the Administrator, or a designee, of the Environmental Protection Agency, indicating that any facility that the Offeror proposes to use for the performance of the contract is under consideration to be listed on the EPA List of Violating Facilities; and

(c) The Offeror will include a certification substantially the same as this certification, including this paragraph (c), in every nonexempt subcontract.

(K) 52.230-02 COST ACCOUNTING STANDARDS NOTICES AND CERTIFICATION (NONDEFENSE) (APR 1984)

Note: This notice does not apply to small businesses or foreign governments.

(a) Any contract over \$100,000 resulting from this solicitation shall be subject to Cost Accounting Standards (CAS) if it is awarded to a business unit that is currently performing a national defense CAS-covered contract or subcontract, except when --

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- (1) The award is based on adequate price competition;
- (2) The price is set by law or regulation;
- (3) The price is based on established catalog or market prices of commercial items sold in substantial quantities to the general public; or
- (4) One of the exemptions in 4 CFR 331.30(b) applies (also see Federal Acquisition Regulation [FAR] 30.301(b)).

(b) Contracts not exempted from CAS shall be subject to full or modified coverage as follows:

(1) If the business unit receiving the award is currently performing a national defense contract or subcontract subject to full CAS coverage (4 CFR 331), this contract will have full CAS coverage and will contain the clauses from the FAR entitled "Cost Accounting Standards" (52.230-3) and "Administration of Cost Accounting Standards" (52.230-4).

(2) If the business unit receiving the award is currently performing a national defense contract or subcontract subject to modified CAS coverage (4 CFR 332), this contract will have modified coverage and will contain the clauses entitled "Disclosure and Consistency of Cost Accounting Practices" (52.230-5) and "Administration of Cost Accounting Standards" (52.230-4).

A. Certificate of CAS Applicability

The Offeror hereby certifies that --

[] The offeror is not performing any CAS-covered national defense contract or subcontract. The offeror further certifies that it will immediately notify the Contracting Officer in writing if it is awarded any national defense CAS-covered contract or subcontract subsequent to the date of this certificate but before the date of the award of a contract resulting from this solicitation. (If this statement applies, no further certification is required).

[] The offeror is currently performing a negotiated national defense contract or subcontract that contains the Cost Accounting Standards clause at FAR 52.230-3.

[] The offeror is currently performing a negotiated national defense contract or subcontract that contains the Disclosure and Consistency of Cost Accounting Practices clause at FAR 52.230-5.

B. Additional Certification - CAS Applicable Offerors

[] The offeror subject to Cost Accounting Standards further certifies that practices used in estimating costs in pricing this proposal are consistent with the practices disclosed in the Disclosure Statement where it has been submitted pursuant to CAS Board regulation (4 CFR 351).

C. Data Required - CAS Covered Offerors

The offeror certifying a national defense contract (see A above) is required to provide the following information (including agency or number of the cognizant activity and the offeror's CAS-co

performing a contract
se
ss
phone
tering

Name of Contracting _____

Address: _____

N/A

Telephone Number: _____

NOTE: The following C Determination is applicable. It need not be executed if a contract is anticipated to be awarded.

acts. It
is

(L) 52.203-02 CERTIFICATE OF INDEPENDENT PRICE DETERMINATION (APR 1985)

(a) The offeror certifies that -

(1) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror or competitor relating to (i) those prices, (ii) the intention to submit an offer, or (iii) the methods or factors used to calculate the prices offered;

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(2) The prices in this offer have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated solicitation) unless otherwise required by law; and

(3) No attempt has been made or will be made by the offeror to induce any other concern to submit or not to submit an offer for the purpose of restricting competition.

(b) Each signature on the offer is considered to be a certification by the signatory that the signatory -

(1) Is the person in the offeror's organization responsible for determining the prices being offered in this bid or proposal, and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; or

(2) (i) Has been authorized, in writing, to act as agent for the following principals in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above

(insert full name of person[s] in the offeror's organization responsible for determining the prices offered in this bid or proposal, and the title of his or her position in the offeror's organization);

(ii) As an authorized agent, does certify that the principals named in subdivision (b)(2)(i) above have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above; and

(iii) As an agent, has not personally participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above.

(c) If the offeror deletes or modifies subparagraph (a)(2) above, the offeror must furnish with its offer a signed statement setting forth in detail the circumstances of the disclosure.

2. AID ACQUISITION REGULATION (48 CFR CHAPTER 7)

(A) 752.7004 NATIONALITY OF OFFEROR (NOV 1985)

The Offeror represents that its nationality is [X]
is not [] such as to be eligible for AID financing
hereunder (see the Notes which follow).

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NOTE 1: Except as specified in paragraphs (a), (b), and (c) of the clause entitled "Source and Nationality Requirements for Procurement of Goods and Services" (AIDAR 752.7004), in order to be eligible for AID financing hereunder, the Contractor, and any other supplier of goods or services hereunder must fit one of the following categories:

(a) A privately-owned commercial (i.e., for profit) corporation or partnership supplying services must be incorporated or legally organized under the laws of a country or area included in the authorized geographic code (unless specifically advised otherwise, the Offeror shall assume that the authorized Geographic Code is "000" [United States]); must have its principal place of business in a country or area included in the authorized geographic code; and must meet the criteria set forth in subparagraph (1) or (2) below:

(1) The corporation or partnership is more than 50% beneficially owned by individuals who are citizens of a country or area included in the authorized geographic code. In the case of corporations, "more than 50% beneficially owned" means that more than 50% of each class of stock is owned by such individuals; in the case of partnerships, "more than 50% beneficially owned" means that more than 50% of each category of partnership interest (e.g., general, limited) is owned by such individuals. With respect to stock or interest held by companies, funds, or institutions, the ultimate beneficial ownership of individuals is controlling; or

(2) The corporation or partnership:

(i). Has been incorporated or legally organized in the United States for more than 3 years prior to the issuance date of this solicitation; and

(ii) Has performed within the United States similar administrative and technical, professional, or construction services under a contract or contracts for services, and derived revenue therefrom in each of the 3 years prior to the issuance date of this solicitation; and

(iii) Employs United States citizens in more than half its permanent full-time positions in the United States; and

(iv) Has the existing capability in the United States to perform the contract.

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(b) A nonprofit organization (e.g., educational institutions, foundations, and associations) supplying services must meet all the criteria in subparagraphs (1), (2), and (3) below. NOTE: International Agricultural Research Centers and such other international research centers as may be, from time to time, formally listed as such by the Senior Assistant Administrator of the AID Bureau of Science and Technology (SAA/S&T), are considered to be of U.S. nationality.

(1) The nonprofit organization must be organized under the laws of a country or area included in the authorized geographic code; and

(2) The nonprofit organization must be controlled and managed by a governing body, a majority of whose members are citizens of countries or areas included in the authorized geographic code; and

(3) The nonprofit organization must have its principal facilities and offices in a country or area included in the authorized geographic code.

(c) An individual supplying services must be a citizen of, and have its principal place of business in, a country or area included in the authorized geographic code; or, must be a non-U.S. citizen lawfully admitted for permanent residence in the United States and have its principal place of business in the United States. The foregoing nationality provision for an individual supplying services does not apply to the employees of contractors and subcontractors, but all contractor and subcontractor employees engaged in providing services under this contract must be citizens of countries included in Geographic Code 935, or non-U.S. citizens lawfully admitted for permanent residence in the United States.

(d) A joint venture or unincorporated association supplying services must consist entirely of individuals, corporations, partnerships, or nonprofit organizations which are eligible under paragraphs (a), (b), or (c) above.

(e) A supplier of goods must meet any one of the criteria in subparagraphs (1), (2), (3), or (4) below.

(1) The supplier must be an individual who is a citizen or legal resident of a country or area included in the authorized geographic code; or

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(2) The supplier must be a corporation or partnership organized under the laws of a country or area included in the authorized geographic code; or

(3) The supplier must be a controlled foreign corporation of which more than 50% of the total combined voting power of all classes of stock is owned by United States shareholders within the meaning of Section 957 et seq. of the Internal Revenue Code (26 USC 957); or

(4) The supplier must be a joint venture or unincorporated association consisting entirely of individuals, corporations, or partnerships which are eligible under any of the foregoing criteria.

(f) A Government Owned Organization, i.e. a firm operated as a commercial company or other organizations (including nonprofit organizations other than public educational institutions) which are wholly or partially owned by governments or agencies thereof, are not eligible for AID financing hereunder.

(g) A local supplier of construction services, when the Cooperating Country is an authorized source for services and the estimated cost of the construction services is \$5 million or less, a corporation or partnership which is determined by AID to be an integral part of the local economy is eligible (such AID determination is contingent on first ascertaining that no U.S. construction company with the required capability is currently operating in the Cooperating Country, or, if there is such a company, that it is not interested in bidding for the proposed construction contract). A corporation or partnership is an integral part of the local economy provided:

(1) It has done business in the Cooperating Country on a continuing basis for not less than three years prior to the issuance date for the solicitation (i.e., invitation for bids, request for proposals);

(2) It has a demonstrated capability to undertake the proposed activity;

(3) All, or substantially all, of its directors of local operations, senior staff, and operating personnel are resident in the Cooperating Country;

(4) Most of its operating equipment and physical plant are in the Cooperating Country.

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(h) Notwithstanding the foregoing, an AID Geographic Code 941 supplier of construction or engineering services must be approved in advance by the Contracting Officer.

NOTE 2: Citizenship may be presumed on the basis of the stockholder's record address, provided that the Offeror knows of no fact, regarding any stockholder (including any corporate fund or institutional stockholder) whose holdings are material to the Offeror's eligibility, which might rebut that presumption. The Offeror's representation above includes the Offeror's certification that it has no knowledge of any fact which might rebut the foregoing presumption.

(B) 737.270(E) ORGANIZATIONAL CONFLICTS OF INTEREST REPRESENTATION (APR 1954)

(a) (1) The offeror represents, to the best of its knowledge and belief, that the award to it of a contract or the modification of an existing contract does [] or does not involve an organizational conflict of interest.

(2) The term "organizational conflict of interest" means that a relationship exists whereby an offeror or a Contractor (including its chief executives, directors, proposed consultants or subcontractors) has interest which (A) may diminish its capacity to give impartial, technically sound, objective assistance and advice or may otherwise result in a biased work product, or, (B) may result in an unfair competitive advantage. It does not include the normal flow of benefits from the performance of a contract.

(3) The term "Contractor" means any person, firm, unincorporated association, joint venture, partnership, corporation or affiliate thereof, which is a party to a contract with the United States of America. As used in this definition, the term "affiliate" has the same meaning as provided in FAR 19.101.

(b) If the offeror indicates that there are organizational conflicts of interest in the "Organizational Conflicts of Interest Representation", the offeror shall provide a statement which describes in a concise manner all relevant facts concerning any present or current planned interest (financial, contractual, organizational, or otherwise) relating to the work to be performed in the proposed contract and bearing on whether the offeror has a possible organizational conflict of

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interest with respect to being able to render impartial, technically sound, and objective assistance or advice, or being given an unfair competitive advantage. The offeror may also provide relevant facts that show how its organizational structure and/or management systems limit its knowledge of possible organizational conflicts of interest relating to other divisions or sections of the organization and how that structure or system would eliminate or neutralize such organizational conflict.

(C) 752.209-70 REQUIREMENT FOR PAST PERFORMANCE REFERENCES
(NOV 1982)

The offeror/bidder is required to submit, as part of its proposal/bid, the following additional information with respect to all contracts, grants, and cooperative agreements involving the provision of similar or related services over the past three years to AID and to other organizations (both commercial and governmental). Failure to provide complete information regarding previous similar/related contracts, grants, or cooperative agreements may result in eventual disqualification. The information supplied must include the name and address of the organization for which the work was performed; the current telephone number of a responsible technical representative of that organization; the number, if any, of each contract, grant, or cooperative agreement; and a brief description of the services provided, including the period during which the services were provided. AID may use this information to contact technical representatives on prior contracts, grants, or cooperative agreements to obtain information on performance. The Contracting Officer will consider such performance data along with other factors specified herein in determining whether the offeror/bidder is to be considered responsible as defined in FAR 9.101.

3. MISCELLANEOUS

(A) D-U-N-S NUMBER

Insert the Dun and Bradstreet Universal Numbering System (DUNS) number applicable to the Offeror's name and address. If the Offeror does not have a DUNS Number, it may obtain one from any Dun and Bradstreet branch office. No Offeror should delay the submission of its proposal pending receipt of its DUNS Number.

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Signed:

Lloya

Typed Name:

Title:

Resident Partner

Date:

18 December 1989

APPENDIX 2

SCOPE OF WORK

PRIVATE SECTOR DIAGNOSTIC SURVEY

SUBCONTRACT LAI-90-137-8400

[Consisting of Pages 1 through 13]

BETWEEN

Contractor: LABAT-ANDERSON, Inc.
2200 Clarendon Blvd.
Suite 900
Arlington, Virginia 22201, USA

AND

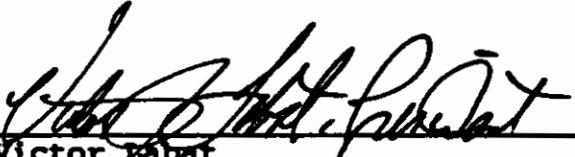
Subcontractor: CABINET AZIZ DIEYE/COOPERS AND LYBRAND
2, Place de l'Independance
1er Etage
Dakar, Senegal

Dated: January 23, 1990

SENEGAL - PRIVATE SECTOR DIAGNOSTIC SURVEY

EXECUTION

For LABAT-ANDERSON Inc.:

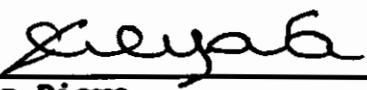


Victor Labat
President

23/01/90

Date

For SUBCONTRACTOR:



Aziz Dieye
President
Cabinet Aziz Dieye

23/01/90

Date

**LABAT-ANDERSON INCORPORATED
SUBCONTRACT USAID/MDI**

**CABINET A212
DIEYE/COOPERS AND LYBRAND**

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EXHIBIT A

STATEMENT OF WORK

EXHIBIT B

REPRESENTATIONS AND CERTIFICATIONS

SECTION A - INTRODUCTION

This is a subcontract under Agency for International Development (A.I.D.) Contract AFR-0438-C-00-8059-00.

From time to time the term Contracting Officer is used in this subcontract. The term shall mean LABAT ANDERSON's Vice President for Administration and Finance unless the text mandates the Contracting Officer of the United States Government. From time to time the term Contractor is used in this subcontract. The term shall mean subcontractor unless the text mandates the Contractor as LABAT-ANDERSON.

From time to time the terms United States or United States Government are used as the contracting entity in this subcontract. The term shall mean LABAT-ANDERSON Incorporated unless the text mandates the United States in the sovereign sense or in the contracting sense as a right reserved for the United States Agency for International Development, hereinafter referred to as USAID.

SECTION B - SUPERCEDING EFFECT

This Contract supercedes all written or oral agreements, if any, and constitutes the entire agreement between the parties hereto with respect to this Contract.

SECTION C - SERVICES AND COSTS

C.1 SERVICES

As described in Exhibit "A" Statement of Work and the Contractor's technical proposal dated December 5, 1989, (incorporated herein by reference), the Contractor shall promote the development of investment and private enterprise as well as more open and integrated markets in Africa. These activities will contribute directly to the goals of the Development Fund for Africa with particular emphasis on increased broad-based participation, jobs and production. In the event of any inconsistency between the Statement of Work and the Contractor's technical proposal the former shall govern. The Contractor will utilize the Ecole Nationale d'Economie Appliquee (ENEA) to carry out a portion of the work as described in Exhibit A.

C.2 PERIOD OF PERFORMANCE

This contract shall be effective on January 23, 1990 and shall remain in force and effect through April 15, 1990.

C.3 CONSIDERATION AND PAYMENT

1. Contractor shall, as the entire compensation hereunder, be compensated at a contract price which shall not

exceed U.S. \$57,373 for the entire period of performance.

2. Invoices shall be sent to LABAT-ANDERSON at the address shown on the cover sheet of the Contract, c/o M. Peter Leifert. A telefax copy of a voucher will be acceptable to initiate payment, provided the original voucher is also sent to LABAT-ANDERSON. LABAT-ANDERSON shall pay vouchers in U.S. dollars 30 days after receipt of a voucher, provided the voucher is in proper order. Each voucher submitted shall include the Contractor's bank name, address and account number. LABAT-ANDERSON will make payments in U.S. dollars in the form of wire transfers to the designated account.

C.4 LEVEL OF EFFORT REQUIREMENTS FOR THE PERIOD OF PERFORMANCE

1. It is hereby understood and agreed that the Contractor shall not exceed the following labor dollar categories and estimated number of working days in the performance of this contract. The Contractor may reallocate effort by labor category, provided the ceiling price is not exceeded. The Contractor shall invoice LABAT-ANDERSON only for those days actually expended in the performance of this contract at the fixed daily rates identified below:

<u>STAFF/GRADES</u>	<u>NO. OF WORK DAYS</u>	<u>DAILY RATE</u>	<u>AMOUNT US \$</u>
Director	5	\$350	\$1,750
Manager	15	\$250	\$3,750
Senior Consultant	15	\$200	\$3,000
Consultant	20	\$100	\$2,000
System Analyst	10	\$100	\$1,000
SUPERVISORS (4)	120	\$45	\$5,400
INTERVIEWERS (8)	240	\$40	\$9,600
OPERATORS (3)	30	\$40	\$1,200
TOTAL LABOR:	Not to Exceed		\$27,700

Note: For payments of this contract, a working day is eight (8) hours.

2. OTHER DIRECT COSTS

Other direct costs as specified below shall be recognized under this contract. Reimbursement shall be made for actual costs incurred.

<u>OTHER COSTS</u>	<u>ESTIMATED AMOUNT US \$</u>
SUBCONTRACTOR: Ecole Nationale d'Economie Appliquee (ENEA)	\$20,123
Telephone/Telex	\$ 300
Transportation	\$ 800
Reproduction/Translation	\$ 2,200
Per Diem Subsistence (\$15 per day)	\$ 5,750
Miscellaneous	<u>500</u>
TOTAL ODC'S : Not to Exceed	\$29,673

3. The Contractor also agrees to furnish data which the Contracting Officer may request on costs expended or accrued under this contract in support of the information specified herein, and of invoices submitted.

C.5 LOGISTIC SUPPORT

All logistic support necessary to perform this contract is the responsibility of the Contractor.

C.6 TECHNICAL DIRECTION

1. Performance of the work hereunder shall be subject to the technical directions of the cognizant LABAT-ANDERSON Project Manager and the AID Project Officer. The cognizant Project Office is AFR/MDI.
2. As used herein, "Technical Directions" are directions to the Contractor which fill in details, suggest possible lines of inquiry, or otherwise complete the general scope of the work. "Technical Directions" must be within the terms of this contract, shall not change or modify them in any way, and shall not constitute changes, which may only be accomplished by the Contracting Officer. The Contractor shall notify the Contracting Officer in writing of any Technical Directions which he/she considers to constitute changes prior to proceeding therewith.

does not include financial reports, cost analyses, and other information incidental to contract administration.

2. All Subject Data first produced in the performance of this contract shall be the sole property of the Government. The Contractor agrees not to assert any rights at common law or equity and not to establish any claim to statutory copyright in such Data. The Contractor shall not publish or reproduce such Data in whole or in part or in any manner or form, nor authorize others to do so, without the written consent of the Government until such time as the Government may have released such Data to the public.
3. The Contractor agrees to grant and does hereby grant to the Government and to its officers, agents and employees acting within the scope of their official duties, a royalty-free, nonexclusive, and irrevocable license through the world (i) to publish, translate, reproduce, deliver, perform, use, and dispose of, in any manner, any and all Data not first produced or composed in the performance of this contract but which is incorporated in the work furnished under the contract, and (ii) to authorize others to do so.
4. Nothing contained in this clause shall imply a license to the Government under any patent or be construed as affecting the scope of any license or other right otherwise granted to the Government under any patent.
5. Paragraph (3) of this section is not applicable to material furnished to the Contractor by the Government and incorporated in the work furnished under the contract, provided such incorporated material is identified by the Contractor at the delivery of such work.

F.3 Disputes and Venue

Any dispute under this subcontract shall be resolved by negotiation of the parties. In the event that negotiations are not successful in resolving any dispute and litigation is necessary, this contract shall be interpreted in accordance with the laws of the Commonwealth of Virginia in the court system thereof.

SECTION G - CONTRACT CLAUSES

- G.1 The following Federal Acquisition Regulation (48 CFR Chapter 1) and AID Acquisition Regulation (48 CFR Chapter 7) clauses which apply to this contract are designated by an "X".

D. INSPECTION AND ACCEPTANCE

D.1 LABAT-ANDERSON, together with its customer, shall have the right to review and inspect all work in process at any time during the period of performance of this contract.

D.2 The following contract clauses pertinent to this Section are hereby incorporated by reference.

FAR 52.246-05 Inspection of Services - Cost Reimbursement
(APR 1984)

FAR 52.246-25 Limitation of Liability - Services (APR 1984)

SECTION E - DELIVERIES OR PERFORMANCE

The following contract clauses pertinent to this Section are hereby incorporated by reference.

FAR 52.212-13 Stop Work Order (APR 1984)

SECTION F - SPECIAL CONTRACT REQUIREMENTS

F.1 SUBMISSION OF COMPLETION VOUCHER

The clause of this contract entitled "Allowable Cost and Payment" (FAR 52.216-07) provides in paragraph (h)(1) that "... the Contractor shall submit a completion invoice or voucher, designated as such, promptly [emphasis added] upon completion of the work ...". The term "promptly" is not defined in the clauses. In order to avoid ambiguity, and to ensure expeditious closeout of completed contracts, the term "promptly" is defined as 60 days from the actual completion date of the contract, unless otherwise approved in writing by the Contracting Officer. The Contractor shall have up to one year after completion of the contract effort (or longer, as the Contracting Officer may approve in writing), or until a mutually acceptable final release has been signed, to submit a revised completion voucher, should circumstances warrant. Upon receipt of the final voucher, the Contracting Officer shall begin actions necessary to properly close the contract. Processing of the final voucher for payment shall not begin until compliance by the Contractor with all terms and conditions of the contract.

F.2 RIGHTS IN DATA

1. The term "Subject Data" as used herein includes writing, sound recordings, pictorial reproductions, drawings or other graphical all representations, and works of any similar nature (whether or not copyrighted) which are specified to be delivered under this contract. The term

(X) 52.252.04 - Alterations in Contract (APR 1984)

Portions of this contract are altered as follows:

- (a) In the clause entitled "Notification of Changes" (FAR 52.243-07), insert "14 days" in the blank in paragraph (b).

(X) 52.252-02
Clauses Incorporated by Reference (APR 1984)

This contract incorporates the following clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available.

- (X) 752.202, Alternate 70 AID Definitions Clause - General Supplement for Use in All AID Contracts (APR 1984)
- (X) 752.202, Alternate 72 AID Definitions Clause - Supplement for AID Contracts Involving Performance Overseas (APR 1984)
- (X) 52.203-05 Covenant Against Contingent Fees (APR 1984)
- (X) 52.243-02 Cost Reimbursement
- (X) 52.203-01 Officials Not to Benefit (APR 1984)
- (X) 52.203-3 Gratuities (APR 1984)
- (X) 52.215-01 Examination of Records by Comptroller General (APR 1984)
- (X) 52.215-02 Audit-Negotiation (APR 1984)
- (X) 52.215-30 Facilities Capital Cost of Money (APR 1984)
- (X) 52.215-31 Waiver of Facilities Capital Cost of Money (APR 1984)
- (X) 52.225-09 Buy American Act - Trade Agreements Act - Balance of Payments Program (APR 1985)
- (X) 52.225-11 Certain Communist Areas (APR 1984)
- (X) 52.229-08 Taxes - Foreign Cost Reimbursement Contracts (APR 1984)

(X)	52.232-01		Payments (APR 1984)
(X)	52.232-08		Discounts for Prompt Payment (JUL 1985)
(X)	52.247-63		Preference for US-Flag Air Carriers (APR 1984)
(X)	52.249-06		Termination for Convenience of the Government (Cost Reimbursement) (APR 1984)
(X)	752.7001		Biographical data (APR 1984)
(X)	752.7003	Alts 70 & 71	Payment (APR 1984)
(X)	752.7004		Payment (APR 1984) Source and Nationality Requirements for Procurement of Goods and Services (APR 1984)
(X)	752.7005		Languages, Weights, and Measures (APR 1984)
(X)	752.7006		Notices (APR 1984)
(X)	752.7008		Use of Government Facilities or Personnel (APR 1984)
(X)	752.7010		Conversion of US Dollars to Local Currency (APR 1984)
(X)	752.7013	Alt. 70	Contractor Mission Relationships (APR 1984)
(X)	752.7020		Organizational Conflicts of Interest (MAR 1985)
(X)	52.219-13		Utilization of Women-Owned Small Businesses (APR 1984)
(X)	52-219-14		Limitations on Subcontracting (OCT 1987)
(X)	52.220-01		Preference for Labor Surplus Area Concerns (APR 1984)
(X)	52.220-03		Utilization of Labor Surplus Area Concerns (APR 1984)
(X)	52.220-04		Labor Surplus Area Subcontracting Program (APR 1984)

- (X) 52.223-02 Clean Air and Water (APR 1984)
- (X) 52.227-03 Patent Indemnity (APR 1984)
- (X) 52.227-08 Reporting of Royalties (Foreign) (APR 1984)
- (X) 52.227-10 Filing of Patent Applications - Classified Subject Matter (APR 1984)
- (X) 52.227-13 Patent Rights - Acquisition by the Government (APR 1984)
- (X) 52.232-20 Limitation of Cost (APR 1984)
- (X) 52.232-22 Limitation of Funds (APR 1984)
- (X) 752.219-8 Utilization of Small Business Concerns and Small Disadvantaged Business Concerns (APR 1984)

EXHIBIT A

STATEMENT OF WORK

BETWEEN

LABAT-ANDERSON INCORPORATED

AND

CABINET AZIZ DIEYE/COOPERS AND LYBRAND

WITH

A SUBCONTRACT WITH

ECOLE NATIONAL D'ECONOMIE APPLIQUEE (ENEA)

SENEGAL - PRIVATE SECTOR DIAGNOSTIC SURVEY

PRIVATE SECTOR SURVEY

The Private Sector Survey is an integral part of the seven step Private Sector Assessment Process described in the Scope of Work/Terms of Reference included in the Request for Proposals (RFP) received by Cabinet Aziz Dieye. Based on the recommendations of the MAPS proposal review committee, it is the intent of Labat-Anderson Inc. to award a contract for implementation of the Private Sector Survey to Cabinet Aziz Dieye subject to the following conditions/modifications in the scope of work:

1. Cabinet Aziz Dieye will work closely with the Project Monitor (Dr. Richard Vengroff) or his designee to insure that all data for which they are directly responsible are collected, verified, coded and recorded on computer disks and presented in tabular form along with the original and 2 back up copies of the disk;

2. Cabinet Aziz Dieye will be responsible for the survey of the formal sector (n=200) and the informal sector (n=100) as specified in the scope of work.

3. Cabinet Aziz Dieye will be responsible for subcontracting with ENEA (Ecole National d'Economie Applique, Rue de Ouakam, Dakar) for the conduct of the G.I.E. survey. The sample for this survey will be increased from 100 as specified in the scope of work, to 150. In addition, ENEA will prepare a summary report on the nature and status of G.I.E.s in Senegal.

Deliverables

1. Aziz Dieye will be responsible for producing the following deliverables according to the calendar dates specified below. As Cabinet Aziz Dieye will be collaborating with the Project Monitor, adhering to these dates is considered absolutely essential to the execution of this contract.

February 8, 1990:

- a. Interviewers and supervisors successfully recruited
- b. Questionnaire supplied by the project monitor revised
- c. First translation of the survey into local languages for the informal sector survey completed
- d. A sampling frame of formal sector enterprises will have been prepared.

February 11, 1990

- a. Training workshop for interviewers and supervisors will begin, duration will be one week.

- b. Questionnaires will have been reproduced for training and field testing
- c. Training manual will be ready for distribution

February 14, 1990

- a. Field testing of the questionnaire will begin

February 19, 1990

- a. Final draft of questionnaire completed
- b. Final samples drawn
- c. Interviewer and supervisor assignments made
- d. All arrangements for logistics for the survey are completed

February 20, 1990

- a. Final version(s) of the questionnaire duplicated

February 22 - March 17, 1990

- a. Field implementation of surveys
- b. Preliminary coding of data
- c. Verification of data

March 18 - March 27, 1990

- a. Final coding of data
- b. Data input and verification of same
- c. Generation of frequency distributions and cross-tabulations in collaboration with the Project Monitor or his designee

March 28, 1990

- a. Presentation of data to Project Monitor - including:
 - 1. An original diskette(s) and two copies containing all data collected
 - 2. All original completed survey questionnaires and coding forms

The same schedule applies to the G.I.E. survey to be conducted under sub-contract with E.N.E.A. with the following addition:

April 7, 1990

- a. Five copies of a report on the nature and status of G.I.E. in Senegal

Payment to ENEA will be made by the contractor.

REPRESENTATIONS, CERTIFICATIONS, AND
OTHER STATEMENTS OF OFFERORS

1. FEDERAL ACQUISITION REGULATION (48 CFR CHAPTER 1)

(A) 52.203-04 CONTINGENT FEE REPRESENTATION AND
AGREEMENT (APR 1984)

(a) Representation. The offeror represents that, except for full-time bona fide employees working solely for the offeror, the offeror-

(NOTE: The offeror must check the appropriate boxes. For interpretation of the representation, including the term "bona fide employee," see Subpart 3.4 of the Federal Acquisition Regulation.)

(1) has, has not employed or retained any person or company to solicit or obtain this contract; and

(2) has, has not paid or agreed to pay to any person or company employed or retained to solicit or obtain this contract any commission, percentage, brokerage, or other fee contingent upon or resulting from the award of this contract.

(b) Agreement. The offeror agrees to provide information relating to the above Representation as requested by the Contracting Officer and, when subparagraph (a)(1) or (a)(2) is answered affirmatively, to promptly submit to the Contracting Officer-

(1) A completed Standard Form 119, Statement of Contingent or Other Fees, (SF 119); or

(2) A signed statement indicating that the SF 119 was previously submitted to the same contracting office, including the date and applicable solicitation or contract number, and representing that the prior SF 119 applies to this offer or quotation.

(B) 52.215-06 TYPE OF BUSINESS ORGANIZATION (APR 1984)

The offeror or quoter, by checking the applicable box, represents that it operates as a corporation incorporated under the laws of the State of Virginia, an individual, a partnership, a nonprofit organization, or a venture.

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(C) 52.215-11 AUTHORIZED NEGOTIATORS (APR 1984)

The offeror or quoter represents that the following persons are authorized to negotiate on its behalf with the Government in connection with this request for proposals or quotations: (list names, titles, and telephone numbers of the authorized negotiators).

(D) 52.219-01 SMALL BUSINESS CONCERN REPRESENTATION (MAY 1966)

The offeror represents and certifies as part of its offer that it [] is, [] is not a small business concern and that [] all, [] not all end items to be furnished will be manufactured or produced by a small business concern in the United States, its territories or possessions, Puerto Rico, or the Trust Territory of the Pacific Islands. "Small business concern," as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the size standards in this solicitation.

(E) 52.219-02 SMALL DISADVANTAGED BUSINESS CONCERN REPRESENTATION (APR 1984)

(a) Representation. The offeror represents that it [] is, [] is not a small disadvantaged business concern.

(b) Definitions.

"Asian-Indian American," as used in this provision, means a United States citizen whose origins are in India, Pakistan, or Bangladesh.

"Asian-Pacific American," as used in this provision, means a United States citizen whose origins are in Japan, China, the Philippines, Vietnam, Korea, Samoa, Guam, the U.S. Trust Territory of the Pacific Islands, the Northern Mariana Islands, Laos, Cambodia, or Taiwan.

"Native American," as used in this provision, means American Indians, Eskimos, Aleuts, and native Hawaiians.

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"Small business concern," as used in this provision, means a concern including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria and size standards in 13 CFR 121.

"Small disadvantaged business concern," as used in this provision, means a small business concern that (1) is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged, or a publicly owned business having at least 51 percent of its stock owned by one or more socially and economically disadvantaged individuals and (2) has its management and daily business controlled by one or more such individuals.

(c) Qualified groups. The offeror shall presume that socially and economically disadvantaged individuals include Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Asian-Indian Americans, and other individuals found to be qualified by the SBA under 13 CFR 124.1.

(F) 52.219-03 WOMEN-OWNED SMALL BUSINESS REPRESENTATION
(APR 1984)

(a) Representation. The offeror represents that it
[] is, [] is not a women-owned small business concern.

(b) Definitions.

"Small business concern," as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria and size standards in 13 CFR 121. "Women-owned," as used in this provision, means a small business that is at least 51 percent owned by a woman or women who are U.S. citizens and who also control and operate the business.

(G) 52.222-21 CERTIFICATION OF NONSEGREGATED FACILITIES
(APR 1984)

(a) "Segregated facilities," as used in this provision, means any waiting rooms, work areas, rest rooms and wash rooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees, that are segregated by explicit directive or are in fact segregated on the basis of race, color, religion, or national origin because of habit, local custom, or otherwise.

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(b) By the submission of this offer, the offeror certifies that it does not and will not maintain or provide for its employees any segregated facilities at any of its establishments, and that it does not and will not permit its employees to perform their services at any location under its control where segregated facilities are maintained. The offeror agrees that a breach of this certification is a violation of the Equal Opportunity clause in the contract.

(c) The offeror further agrees that (except where it has obtained identical certifications from proposed subcontractors for specific time periods) it will-

(1) Obtain identical certifications from proposed subcontractors before the award of subcontracts under which the subcontractor will be subject to the Equal Opportunity clause;

(2) Retain the certifications in the files; and

(3) Forward the following notice to the proposed subcontractors (except if the proposed subcontractors have submitted identical certifications for specific time periods):

**NOTICE TO PROSPECTIVE SUBCONTRACTORS OF REQUIREMENT
FOR CERTIFICATIONS OF NONSEGREGATED FACILITIES.**

A Certification of Nonsegregated Facilities must be submitted before the award of a subcontract under which the subcontractor will be subject to the Equal Opportunity clause. The certification may be submitted either for each subcontract or for all subcontracts during a period (i.e., quarterly, semiannually, or annually).

NOTE: The penalty for making false statements in offers is prescribed in 18 U.S.C. 1001.

**(H) 52.222-22 PREVIOUS CONTRACTS AND COMPLIANCE REPORTS
(APR 1984)**

The offeror represents that-

(a) It [] has, [] has not participated in a previous contract or subcontract subject either to the Equal Opportunity clause of this solicitation, the clause originally contained in Section 310 of Executive Order No. 10925, or the clause contained in Section 201 of Executive Order No. 11114;

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(b) It has, has not, filed all required compliance reports; and

(c) Representations indicating submission of required compliance reports, signed by proposed subcontractors, will be obtained before subcontract awards.

(I) 52.222-25 AFFIRMATIVE ACTION COMPLIANCE (APR 1984)

The offeror represents that: (a) it has developed and has on file, has not developed and does not have on file, at each establishment, affirmative action programs required by the rules and regulations of the Secretary of Labor (41 CFR 60-1 and 60-2); or (b) it has not previously had contracts subject to the written affirmative action programs requirement of the rules and regulations of the Secretary of Labor.

(J) 52.223-01 CLEAN AIR AND WATER CERTIFICATION (APR 1984)

The Offeror certifies that-

(a) Any facility to be used in the performance of this proposed contract is , is not listed on the Environmental Protection Agency List of Violating Facilities;

(b) The Offeror will immediately notify the Contracting Officer, before award, of the receipt of any communication from the Administrator, or a designee, of the Environmental Protection Agency, indicating that any facility that the Offeror proposes to use for the performance of the contract is under consideration to be listed on the EPA List of Violating Facilities; and

(c) The Offeror will include a certification substantially the same as this certification, including this paragraph (c), in every nonexempt subcontract.

(K) 52.230-02 COST ACCOUNTING STANDARDS NOTICES AND CERTIFICATION (NONDEFENSE) (APR 1984)

Note: This notice does not apply to small businesses or foreign governments.

(a) Any contract over \$100,000 resulting from this solicitation shall be subject to Cost Accounting Standards (CAS) if it is awarded to a business unit that is currently performing a national defense CAS-covered contract or subcontract, except when --

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- (1) The award is based on adequate price competition;
- (2) The price is set by law or regulation;
- (3) The price is based on established catalog or market prices of commercial items sold in substantial quantities to the general public; or
- (4) One of the exemptions in 4 CFR 331.30(b) applies (also see Federal Acquisition Regulation [FAR] 30.301(b)).

(b) Contracts not exempted from CAS shall be subject to full or modified coverage as follows:

(1) If the business unit receiving the award is currently performing a national defense contract or subcontract subject to full CAS coverage (4 CFR 331), this contract will have full CAS coverage and will contain the clauses from the FAR entitled "Cost Accounting Standards" (52.230-3) and "Administration of Cost Accounting Standards" (52.230-4).

(2) If the business unit receiving the award is currently performing a national defense contract or subcontract subject to modified CAS coverage (4 CFR 332), this contract will have modified coverage and will contain the clauses entitled "Disclosure and Consistency of Cost Accounting Practices" (52.230-5) and "Administration of Cost Accounting Standards" (52.230-4).

A. Certificate of CAS Applicability

The Offeror hereby certifies that --

[] The offeror is not performing any CAS-covered national defense contract or subcontract. The offeror further certifies that it will immediately notify the Contracting Officer in writing if it is awarded any national defense CAS-covered contract or subcontract subsequent to the date of this certificate but before the date of the award of a contract resulting from this solicitation. (If this statement applies, no further certification is required).

[] The offeror is currently performing a negotiated national defense contract or subcontract that contains the Cost Accounting Standards clause at FAR 52.230-3.

TH

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[] The offeror is currently performing a negotiated national defense contract or subcontract that contains the Disclosure and Consistency of Cost Accounting Practices clause at FAR 52.230-5.

B. Additional Certification - CAS Applicable Offerors

[] The offeror subject to Cost Accounting Standards further certifies that practices used in estimating costs in pricing this proposal are consistent with the practices disclosed in the Disclosure Statement where it has been submitted pursuant to CAS Board regulation (4 CFR 351).

C. Data Required - CAS Covered Offerors

The offeror certifying that it is currently performing a national defense contract containing either CAS clause (see A above) is required to furnish the name, address (including agency or department component), and telephone number of the cognizant Contracting Officer administering the offeror's CAS-covered contracts.

Name of Contracting Officer: _____

Address: _____

Telephone Number: _____

NOTE: The following Certificate of Independent Price Determination is applicable only to fixed price contracts. It need not be executed if a cost reimbursement contract is anticipated to be awarded.

(L) 52.203-02 CERTIFICATE OF INDEPENDENT PRICE DETERMINATION
(APR 1985)

(a) The offeror certifies that -

(1) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror or competitor relating to (i) those prices, (ii) the intention to submit an offer, or (iii) the methods or factors used to calculate the prices offered;

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(2) The prices in this offer have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated solicitation) unless otherwise required by law; and

(3) No attempt has been made or will be made by the offeror to induce any other concern to submit or not to submit an offer for the purpose of restricting competition.

(b) Each signature on the offer is considered to be a certification by the signatory that the signatory -

(1) Is the person in the offeror's organization responsible for determining the prices being offered in this bid or proposal, and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; or

(2) (i) Has been authorized, in writing, to act as agent for the following principals in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above

(insert full name of person[s] in the offeror's organization responsible for determining the prices offered in this bid or proposal, and the title of his or her position in the offeror's organization);

(ii) As an authorized agent, does certify that the principals named in subdivision (b)(2)(i) above have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above; and

(iii) As an agent, has not personally participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above.

(c) If the offeror deletes or modifies subparagraph (a)(2) above, the offeror must furnish with its offer a signed statement setting forth in detail the circumstances of the disclosure.

2. AID ACQUISITION REGULATION (48 CFR CHAPTER 7)

(A) 752.7004 NATIONALITY OF OFFEROR (NOV 1985)

The Offeror represents that its nationality is [] is not [] such as to be eligible for AID financing hereunder (see the Notes which follow).

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NOTE 1: Except as specified in paragraphs (a), (b), and (c) of the clause entitled "Source and Nationality Requirements for Procurement of Goods and Services" (AIDAR 752.7004), in order to be eligible for AID financing hereunder, the Contractor, and any other supplier of goods or services hereunder must fit one of the following categories:

(a) A privately-owned commercial (i.e., for profit) corporation or partnership supplying services must be incorporated or legally organized under the laws of a country or area included in the authorized geographic code (unless specifically advised otherwise, the Offeror shall assume that the authorized Geographic Code is "000" [United States]); must have its principal place of business in a country or area included in the authorized geographic code; and must meet the criteria set forth in subparagraph (1) or (2) below:

(1) The corporation or partnership is more than 50% beneficially owned by individuals who are citizens of a country or area included in the authorized geographic code. In the case of corporations, "more than 50% beneficially owned" means that more than 50% of each class of stock is owned by such individuals; in the case of partnerships, "more than 50% beneficially owned" means that more than 50% of each category of partnership interest (e.g., general, limited) is owned by such individuals. With respect to stock or interest held by companies, funds, or institutions, the ultimate beneficial ownership of individuals is controlling; or

(2) The corporation or partnership:

(i) Has been incorporated or legally organized in the United States for more than 3 years prior to the issuance date of this solicitation; and

(ii) Has performed within the United States similar administrative and technical, professional, or construction services under a contract or contracts for services, and derived revenue therefrom in each of the 3 years prior to the issuance date of this solicitation; and

(iii) Employs United States citizens in more than half its permanent full-time positions in the United States; and

(iv) Has the existing capability in the United States to perform the contract.

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(b) A nonprofit organization (e.g., educational institutions, foundations, and associations) supplying services must meet all the criteria in subparagraphs (1), (2), and (3) below. NOTE: International Agricultural Research Centers and such other international research centers as may be, from time to time, formally listed as such by the Senior Assistant Administrator of the AID Bureau of Science and Technology (SAA/S&T), are considered to be of U.S. nationality.

(1) The nonprofit organization must be organized under the laws of a country or area included in the authorized geographic code; and

(2) The nonprofit organization must be controlled and managed by a governing body, a majority of whose members are citizens of countries or areas included in the authorized geographic code; and

(3) The nonprofit organization must have its principal facilities and offices in a country or area included in the authorized geographic code.

(c) An individual supplying services must be a citizen of, and have its principal place of business in, a country or area included in the authorized geographic code; or, must be a non-U.S. citizen lawfully admitted for permanent residence in the United States and have its principal place of business in the United States. The foregoing nationality provision for an individual supplying services does not apply to the employees of contractors and subcontractors, but all contractor and subcontractor employees engaged in providing services under this contract must be citizens of countries included in Geographic Code 935, or non-U.S. citizens lawfully admitted for permanent residence in the United States.

(d) A joint venture or unincorporated association supplying services must consist entirely of individuals, corporations, partnerships, or nonprofit organizations which are eligible under paragraphs (a), (b), or (c) above.

(e) A supplier of goods must meet any one of the criteria in subparagraphs (1), (2), (3), or (4) below.

(1) The supplier must be an individual who is a citizen or legal resident of a country or area included in the authorized geographic code; or

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(2) The supplier must be a corporation or partnership organized under the laws of a country or area included in the authorized geographic code; or

(3) The supplier must be a controlled foreign corporation of which more than 50% of the total combined voting power of all classes of stock is owned by United States shareholders within the meaning of Section 957 et seq. of the Internal Revenue Code (26 USC 957); or

(4) The supplier must be a joint venture or unincorporated association consisting entirely of individuals, corporations, or partnerships which are eligible under any of the foregoing criteria.

(f) A Government Owned Organization, i.e. a firm operated as a commercial company or other organizations (including nonprofit organizations other than public educational institutions) which are wholly or partially owned by governments or agencies thereof, are not eligible for AID financing hereunder.

(g) A local supplier of construction services, when the Cooperating Country is an authorized source for services and the estimated cost of the construction services is \$5 million or less, a corporation or partnership which is determined by AID to be an integral part of the local economy is eligible (such AID determination is contingent on first ascertaining that no U.S. construction company with the required capability is currently operating in the Cooperating Country, or, if there is such a company, that it is not interested in bidding for the proposed construction contract). A corporation or partnership is an integral part of the local economy provided:

(1) It has done business in the Cooperating Country on a continuing basis for not less than three years prior to the issuance date for the solicitation (i.e., invitation for bids, request for proposals);

(2) It has a demonstrated capability to undertake the proposed activity;

(3) All, or substantially all, of its directors of local operations, senior staff, and operating personnel are resident in the Cooperating Country;

(4) Most of its operating equipment and physical plant are in the Cooperating Country.

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(h) Notwithstanding the foregoing, an AID Geographic Code 941 supplier of construction or engineering services must be approved in advance by the Contracting Officer.

NOTE 2: Citizenship may be presumed on the basis of the stockholder's record address, provided that the Offeror knows of no fact, regarding any stockholder (including any corporate fund or institutional stockholder) whose holdings are material to the Offeror's eligibility, which might rebut that presumption. The Offeror's representation above includes the Offeror's certification that it has no knowledge of any fact which might rebut the foregoing presumption.

(B) 737.270(E) ORGANIZATIONAL CONFLICTS OF INTEREST REPRESENTATION (APR 1984)

(a) (1) The offeror represents, to the best of its knowledge and belief, that the award to it of a contract or the modification of an existing contract does [] or does not involve an organizational conflict of interest.

(2) The term "organizational conflict of interest" means that a relationship exists whereby an offeror or a Contractor (including its chief executives, directors, proposed consultants or subcontractors) has interest which (A) may diminish its capacity to give impartial, technically sound, objective assistance and advice or may otherwise result in a biased work product, or, (B) may result in an unfair competitive advantage. It does not include the normal flow of benefits from the performance of a contract.

(3) The term "Contractor" means any person, firm, unincorporated association, joint venture, partnership, corporation or affiliate thereof, which is a party to a contract with the United States of America. As used in this definition, the term "affiliate" has the same meaning as provided in FAR 19.101.

(b) If the offeror indicates that there are organizational conflicts of interest in the "Organizational Conflicts of Interest Representation", the offeror shall provide a statement which describes in a concise manner all relevant facts concerning any present or current planned interest (financial, contractual, organizational, or otherwise) relating to the work to be performed in the proposed contract and bearing on whether the offeror has a possible organizational conflict of

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interest with respect to being able to render impartial, technically sound, and objective assistance or advice, or being given an unfair competitive advantage. The offeror may also provide relevant facts that show how its organizational structure and/or management systems limit its knowledge of possible organizational conflicts of interest relating to other divisions or sections of the organization and how that structure or system would eliminate or neutralize such organizational conflict.

(C) 752.209-70 REQUIREMENT FOR PAST PERFORMANCE REFERENCES
(NOV 1982)

The offeror/bidder is required to submit, as part of its proposal/bid, the following additional information with respect to all contracts, grants, and cooperative agreements involving the provision of similar or related services over the past three years to AID and to other organizations (both commercial and governmental). Failure to provide complete information regarding previous similar/related contracts, grants, or cooperative agreements may result in eventual disqualification. The information supplied must include the name and address of the organization for which the work was performed; the current telephone number of a responsible technical representative of that organization; the number, if any, of each contract, grant, or cooperative agreement; and a brief description of the services provided, including the period during which the services were provided. AID may use this information to contact technical representatives on prior contracts, grants, or cooperative agreements to obtain information on performance. The Contracting Officer will consider such performance data along with other factors specified herein in determining whether the offeror/bidder is to be considered responsible as defined in FAR 9.101.

3. MISCELLANEOUS

(A) D-U-N-S NUMBER

Insert the Dun and Bradstreet Universal Numbering System (DUNS) number applicable to the Offeror's name and address. If the Offeror does not have a DUNS Number, it may obtain one from any Dun and Bradstreet branch office. No Offeror should delay the submission of its proposal pending receipt of its DUNS Number.

APPENDIX 3

DRAFT SURVEY QUESTIONNAIRE

QUESTIONNAIRE

ENQUETE SUR LE SECTEUR PRIVE SENEGALAIS

L'objectif de cette enquête est de collecter des informations fiables sur le secteur privé sénégalais. L'enquête devra, en outre, permettre aux hommes d'affaires sénégalais d'exprimer librement leurs opinions sur le climat des investissements, l'accès aux crédits bancaires, et la situation générale de l'emploi au Sénégal. Cette enquête est financée par l'Agence Américaine pour le Développement International (USAID). Les informations qui en seront tirées permettront au bureau de l'USAID/Dakar de mieux formuler sa stratégie d'assistance au secteur privé pour les années à venir. Les informations recueillies sont strictement privées et confidentielles. Elles seront, par conséquent, traitées de manière tout à fait anonyme.

Numéro d'Identification

: _____

Nom de l'enquêteur : _____

Nom du Superviseur :

Date de Vérification : _____

Approbation et Signature du Superviseur :

SECTION 1 : INFORMATIONS GENERALES

Position/Titre de la personne enquêtée dans la firme/entreprise
(encerclez s. v. p.)

1. Propriétaire 2. Manager 3. Cadre
4. PDG 5. Autre (spécifiez s.v.p.) _____!_____!

Emplacement de la firme/entreprise (encerclez s.v.p.)

1. Dakar 2. Rufisque 3. St-Louis
4. Kaolack 5. Ziguinchor 6. Thiès !_____!
7. Kolda 8. Louga 9. Fatick
10. Diourbel 11. Tambacounda
12. Autre (spécifiez s.v.p.) _____

1. Quelle est la répartition des effectifs du personnel de votre entreprise ? (Demandez le nombre pour chaque catégorie)

- a. Permanent : _____ !_____!
b. Mi-temps : _____ !_____!
c. Saisonnier : _____ (*) (s'il y en a, posez la question c1) !_____!

* spécifiez, s.v.p., pour quelle période de l'année et la raison de l'emploi.

_____ !_____!
_____ !_____!

2. Quelle est la distribution du personnel de l'entreprise selon les catégories d'emplois ci-dessous énumérées ? (nombre d'effectif)

Note à l'enquêteur : a) Demandez uniquement l'effectif ; ensuite,
b) déterminez vous-même les pourcentages correspondants à chacune des catégories une fois seulement l'interview terminée.

	Effectif	Pourcentage	
a. Management/Administration	_____	_____	!____!
b. Secrétariat/Commis	_____	_____	!____!
c. Activités Professionnelles (ex. avocats, médecins)	_____	_____	!____!
d. Activités Techniques	_____	_____	!____!
e. Ouvriers	_____	_____	!____!
f. Autres Activités Spécialisées	_____	_____	!____!
Total des Effectifs de l'entreprise	_____	_____	!____!

3. Quel est le nombre (effectif) des femmes dans l'effectif total des employés de l'entreprise dans chacune des rubriques ci-dessous ?

Note à l'enquêteur : a) Demandez uniquement l'effectif ; ensuite,
b) Déterminez vous-même les pourcentages correspondants à chacune des catégories une fois seulement l'interview terminée.

	Effectif	Pourcentage	
a. Permanent :	_____	_____	!____!
b. Mi-temps :	_____	_____	!____!
c. Saisonnier :	_____	_____	!____!

4. Vous référant au capital total de votre entreprise, pouvez-vous dire que l'entreprise appartient à un groupe : (lisez les réponses à l'enquête)

1. d'hommes 2. de femmes 3. mixte 4. Ne sais pas ! _____ !

5. Quel est l'effectif des femmes dans chacune des catégories d'emplois spécialisés ci-dessous ?

Note à l'enquêteur : a) Demandez uniquement l'effectif ; ensuite,

b) Déterminez vous-même les pourcentages correspondants à chacune des catégories une fois seulement l'interview terminée.

	Effectif	Pourcentage	
a. Management/Administration	_____	_____	! _____ !
b. Secrétariat/Commis	_____	_____	! _____ !
c. Activités Professionnelles	_____	_____	! _____ !
d. Activités Techniques	_____	_____	! _____ !
e. Ouvriers	_____	_____	! _____ !
f. Autres Activités Spécialisées	_____	_____	! _____ !
Effectif Total des femmes	_____	_____	! _____ !

6. Parmi les secteurs d'activités ci-dessous énumérés, quels sont tous ceux dans lesquels, votre entreprise opère partiellement ou en totalité.

Note à l'enquêteur : Encerclez les lettres correspondant aux secteurs d'activités mentionnés par l'enquête.

a. Agriculture, Foresterie (voir question 7)	! _____ !
b. Transformation de produits de l'Agriculture, de la Forêt, (voir question 8)	! _____ !
b1. Pêche (voir question 8a)	
c. Services (voir question 9)	! _____ !
d. Industrie (voir question 10)	! _____ !
e. Commerce (voir question 11)	! _____ !
f. Mines	! _____ !
Spécifiez, s.v.p. _____	! _____ !
_____	! _____ !
_____	! _____ !

Instructions à l'enquêteur pour les questions 7-11 suivantes :

- a. Choisissez et posez exclusivement les questions qui correspondent directement au(x) secteur(s) d'activités mentionné(s) par l'enquêté lui-même en réponse à la question 6 ;
- b. Encerclez les chiffres correspondant aux activités mentionnées par l'enquêté ;
- c. Demandez à l'enquêté d'indiquer son activité principale et placez un X à côté de l'activité principale qu'il aura déclarée.

7. Quelles sont toutes les activités agricoles de votre entreprise parmi celles ci-dessous listées ?

1. Horticulture (fruits et légumes) ! _____!
2. Foresterie ! _____!
3. Elevage - Bovins/Ovins ! _____!
4. Elevage - Poulailier- Pêche ! _____!
5. Aquiculture ! _____!
6. Riz ! _____!
7. Arachide ! _____!
8. Sorgho, Mil ! _____!
9. Maïs ! _____!
10. Autre ! _____!

Spécifiez, s.v.p. _____ ! _____!

8. Quelles sont toutes les activités de transformation de produits agricoles de votre entreprise parmi celles ci-dessous listées ?

- 1.a. Production animale (viande) ! _____!
- 1.b. Production animale (lait et produits dérivés) ! _____!
2. Meule ! _____!
3. Fruits et légumes ! _____!
4. Cuir et peaux de bétail ! _____!
5. Egrenage ! _____!
6. Pâte à papier et autres produits dérivés du bois ! _____!
7. Intrants agricoles (engrais, pesticides, semences)! _____!
8. Equipements agricoles ! _____!
9. Conserverie de poisson ! _____!
10. Autre (précisez s.v.p) _____ ! _____!

8a. Quelles sont toutes les activités de la pêche de votre entreprise parmi celles ci-dessous listées ?

1. pêche artisanale ! _____!
2. en mer ! _____!
3. agriculture ! _____!
4. conserverie de poisson ! _____!

9. Quelles sont toutes les activités de services de votre entreprise parmi celles cidessous listées ?

- | | |
|---|-----------|
| 1. Réparation auto et maintenance | ! _____ ! |
| 2. Réparation d'appareils ménagers tels que télé,
radio, etc.... | ! _____ ! |
| 3. Transport | ! _____ ! |
| 4. Communications | ! _____ ! |
| 5. Tourisme | ! _____ ! |
| 6. Finance/Assurance/comptabilité | ! _____ ! |
| 7. Construction | ! _____ ! |
| 8. Consultation | ! _____ ! |
| 9. Autre (précisez s.v.p) _____ | ! _____ ! |

10. Quelles sont toutes les activités de production de votre entreprise parmi celles ci-dessous listées ?

- | | |
|----------------------------------|-----------|
| 1. Artisanat (objets d'arts) | ! _____ ! |
| 2. Habillement | ! _____ ! |
| 3. Menuiserie / Ebénisterie | ! _____ ! |
| 4. Plastiques | ! _____ ! |
| 5. Métallurgie | ! _____ ! |
| 6. Textiles | ! _____ ! |
| 7. Pâtisserie / Boulangerie | ! _____ ! |
| 8. Brasseries / Boissons | ! _____ ! |
| 9. Machinerie et Equipement | ! _____ ! |
| 10. Cuir et Cordonnerie | ! _____ ! |
| 11. Assemblage (Electricité) | ! _____ ! |
| 12. Assemblage (autres) | ! _____ ! |
| 13. Imprimerie | ! _____ ! |
| 14. Produits chimiques | ! _____ ! |
| 15. Produits pharmaceutiques | ! _____ ! |
| 16. Autre (précisez s.v.p) _____ | ! _____ ! |

11. Quelles sont toutes les activités de commerce de votre entreprise parmi celles ci-dessous listées ?

- | | |
|---------------------------------|-----------|
| 1. Gros | ! _____ ! |
| 2. Détail | ! _____ ! |
| 3. Importation directe | ! _____ ! |
| 4. Exportation | ! _____ ! |
| 5. Autre (précisez s.v.p) _____ | ! _____ ! |

12. Quel est, approximativement, le pourcentage de vos ventes directes dans chacun des marchés suivants ? (estimez)

	%		%
1. Marché local	_____	2. Afrique de l'ouest	_____
3. Maghreb	_____	4. Asie	_____
5. CEE	_____	6. Europe Autre	_____
7. Afrique Autre	_____	8. Amérique du Nord	_____
9. Orient	_____	10. Autre	_____
		(spécifiez s.v.p.)	

13. Quel est, approximativement, le pourcentage de vos approvisionnements en matières premières venant des marchés suivants ? (estimez)

	%		%
1. Marché local	_____	2. Afrique de l'ouest	_____
3. Maghreb	_____	4. Asie	_____
5. CEE	_____	6. Europe Autre	_____
7. Afrique Autre	_____	8. Amérique du Nord	_____
9. Orient	_____	10. Autre	_____
		(spécifiez s.v.p.)	

14. Quel est, approximativement, le pourcentage de vos ventes sur le marché local attribuable à chacune des clientèles suivantes :

	%
1. Détaillants	_____
2. Grandes entreprises du secteur privé	_____
3. Etablissements publics	_____
4. Petites entreprises (entreprises de moins de 10 employés)	_____
5. Administration	_____
6. Autre entreprise parapublique	_____
7. Autre (précisez s.v.p)	_____

15. Quel est, approximativement, le pourcentage des matières premières que vous achetez localement provenant des sources suivantes : (estimez)

%

- | | |
|---|-------|
| 1. Etablissements publics | _____ |
| 2. Petites firmes (entreprises de moins de 10 employés) | _____ |
| 3. Grandes entreprises du secteur privé | _____ |
| 4. Agriculteurs | _____ |
| 5. Pêcheurs | _____ |
| 6. Autre (spécifiez s.v.p.) | _____ |

16. Votre entreprise est-elle la propriété de sénégalais ?
(encerclez)

1. Oui 2. En partie 3. Non 4. Ne sais pas !_____!
si Non, ou En Partie

(a) spécifiez s.v.p la nationalité des (co-)propriétaires
(écrivez la nationalité)

_____ !_____!
_____ !_____!
_____ !_____!

(b) spécifiez la part (montant et pourcentage) de capital détenus par les non-sénégalais :

montant _____ !_____!

pourcentage _____ !_____!

SECTION 2 : PERFORMANCE

18. En comparant les conditions actuelles de l'environnement économique dans lequel évolue le secteur privé sénégalais à celles de l'année dernière, direz-vous que les conditions présentes sont :

Note à l'enquêteur : Encerclez la lettre qui correspond à une seule réponse possible fournie par l'enquêté.

1. de loin meilleures ! _____!
2. légèrement meilleures
3. à peu près similaires
4. légèrement meilleures
5. de loin plus mauvaises
6. ne sais pas

19. De quelle manière chacun des facteurs ci-dessous énumérés a-t-il influencé les performances actuelles de votre entreprise ?

Note à l'enquêteur : a) Lisez à l'enquêté chacun des facteurs ci-dessous listés, et les réponses possibles ;

b) Encerclez le chiffre qui correspond au jugement porté par l'enquêté sur chacun des facteurs.

<u>Positivement</u>	<u>Pas d'effet</u>	<u>Négativement</u>	<u>Ne sais pas</u>		
1	2	3	8		
a. Taux d'intérêt	1	2	3	8	! _____!
b. Taux de change	1	2	3	8	! _____!
c. Taxes	1	2	3	8	! _____!
d. Taxes préférentielles	1	2	3	8	! _____!
e. Prix au producteur	1	2	3	8	! _____!
f. Actions/Interventions du gouvernement	1	2	3	8	! _____!
g. Exigence de garantie pour l'accès au crédit		1	2	3	8 ! _____!
h. Disponibilité des crédits	1	2	3	8	! _____!
i. Autre (spécifiez s.v.p.)	1	2	3	8	! _____!

20. Quelle a été l'évolution des volumes de vos ventes (chiffre d'affaires) au cours de l'année écoulée ?

Note à l'enquêteur : Encerclez le chiffres qui correspond à une seule réponse possible fournie par l'enquêté.

1. Sensible amélioration 2. Amélioration 3. Stabilité
4. A la baisse 5. Sensible baisse 6. Ne sais pas ! _____!

21. Selon vos prévisions quelle sera l'évolution de vos volumes de ventes dans le courant de l'année prochaine ?

Note à l'enquêteur : Encerclez le chiffre qui correspond à une seule réponse possible fournie par l'enquêté.

1. Sensible amélioration 2. Amélioration 3. Stabilité
4. A la baisse 5. Sensible baisse 6. Ne sais pas ! _____!

22. De quelle manière pouvez-vous qualifier l'influence de chacun des facteurs ci-dessous énumérés sur les volumes de vos ventes au courant de l'année écoulée ?

Note à l'enquêteur : a) Lisez à l'enquêté chacun des facteurs ci-dessous listés, et les réponses possibles ;

b) Encerclez le chiffre qui correspond au jugement porté par l'enquêté sur chacun des facteurs.

	<u>Positivement</u>	<u>Pas d'effet</u>	<u>Négativement</u>		<u>Ne sais pas</u>
	1	2	3		8
a. Compétition venant d'autres entreprises sénégalaise privées	1	2	3	8	! _____!
b. Compétition venant d'entreprise publiques (parapubliques)	1	2	3	8	! _____!
c. Compétition venant de firmes étrangères	1	2	3	8	! _____!
d. Demande de nos produits	1	2	3	8	! _____!
e. Existence d'infrastructure telles que stockage, mise en froid	1	2	3	8	! _____!
f. Transport routier	1	2	3	8	! _____!

g. Transport aérien	1	2	3	8	! _____ !
h. Transport ferroviaire	1	2	3	8	! _____ !
i. Information sur les conditions du marché	1	2	3	8	! _____ !
j. Distance des marchés	1	2	3	8	! _____ !

23. A quelle(s) capacité(s) votre entreprise opère-t-elle présentement ?

Note à l'enquêteur : (a) Lisez les réponses à l'enquêté
(b) Encerclez la lettre qui correspond à une seule réponse possible fournie par l'enquêté.

a. 90 - 100 % b. 75 - 89 % c. 50 - 74 % d. moins de 50 % ! _____ !

**SECTION 3 : DISPONIBILITE DES RESSOURCES ET
IMPACT DES MESURES GOUVERNEMENTALE**

24. Dans quelle mesure chacun des facteurs ci-dessous énumérés affecte-t-elle vos capacités de production de bien et /services ?

Note à l'enquêteur : a) Lisez à l'enquêté chacun des facteurs ci-dessous listés, et les réponses possibles ;
b) Encerclez le chiffre qui correspond au jugement porté par l'enquêté sur chacun des facteurs.

<u>Positivement</u>	<u>Pas d'effet</u>	<u>Négativement</u>			<u>Ne sais pas</u>	
1	2	3	4	5	8	
a. Accès au crédit		1	2	3	8	! _____ !
b. Approvisionnement en matières premières		1	2	3	8	! _____ !
c. Prix des matières premières		1	2	3	8	! _____ !
d. Accès aux terrains		1	2	3	8	! _____ !
e. Disponibilité de main d'oeuvre qualifiée		1	2	3	8	! _____ !
f. Accès à l'électricité		1	2	3	8	! _____ !
g. Accès à l'eau		1	2	3	8	! _____ !
h. Accès aux moyens de transport		1	2	3	8	! _____ !
i. Prix de l'électricité		1	2	3	8	! _____ !
j. Prix de l'eau		1	2	3	8	! _____ !
k. Prix du transport		1	2	3	8	! _____ !
l. Approvisionnement régulier en électricité		1	2	3	8	! _____ !
m. Coûts des communications (Téléphone)		1	2	3	8	! _____ !
n. Fiabilité des communications (Téléphone)		1	2	3	8	! _____ !
o. Qualité de l'eau		1	2	3	8	! _____ !
p. Disponibilité de locaux opérationnels		1	2	3	8	! _____ !
q. Sécurité des locaux		1	2	3	8	! _____ !
r. Approvisionnement en pièces détachées		1	2	3	8	! _____ !
s. Coût des terrains		1	2	3	8	! _____ !
t. Disponibilité des terrains		1	2	3	8	! _____ !
u. Incertitude liée à l'occupation de terrains		1	2	3	8	! _____ !

25. Quelle est la part de vos ressources (long terme et court terme) provenant des différentes sources suivantes ?

Note à l'enquêteur : a) Lisez à l'enquêté chacune des sources de financement ci-dessous listées ;
 b) Encerclez la lettre qui correspond aux sources de financement mentionnées par l'enquêté ; ensuite,
 c) Encerclez le chiffre qui correspond au jugement porté par l'enquêté sur chacune des sources de financement qu'il aura mentionnées selon l'instruction en b.

1 = Zéro 2 = 1 - 20 %

3 = 21 - 50 %

4 = > 50 %

a. Banques commerciales locales	1	2	3	8	! _____ !
b. Banques de développement	1	2	3	8	! _____ !
c. Institutions "informelles" de financement	1	2	3	8	! _____ !
d. Ressources externes	1	2	3	8	! _____ !
e. Caisse d'épargne	1	2	3	8	! _____ !
f. Coopératives	1	2	3	8	! _____ !
g. Famille-Connaissances personnelles locales	1	2	3	8	! _____ !
h. Crédits fournisseurs	1	2	3	8	! _____ !
i. "Cotisation" (tontine)	1	2	3	8	! _____ !
j. Crédits venant de (s) syndicats de travailleurs	1	2	3	8	! _____ !
k.1. Autre (spécifiez s.v.p.)	1	2	3	8	! _____ !
<hr/>					
k.2. Autre (spécifiez s.v.p.)	1	2	3	8	! _____ !
<hr/>					
k.3. Autre (spécifiez s.v.p.)	1	2	3	8	! _____ !
<hr/>					
k.4. Autre (spécifiez s.v.p.)	1	2	3	8	! _____ !
<hr/>					

26. La liste ci-dessous fournit un certain nombre de facteurs qui pourraient, relativement, constituer un obstacle à l'épanouissement du secteur privé sénégalais. Pour chacun de ces facteurs, prière indiquer dans quelle mesure il affecte votre entreprise et celles évoluant dans le même type d'activités au Sénégal.

- Note à l'enquêteur : a) Lisez à l'enquêteur chacun des facteurs ci-dessous listés, et les réponses possibles ;
b) Encerclez le chiffre qui correspond au jugement porté par l'enquêteur sur chacun des facteurs.

1. Très important
2. Important
3. Peu important
4. Pas important
8. Ne sais pas

a. Manque de main-d'oeuvre qualifiée	1	2	3	4	8	!___!
b. Accès aux crédits	1	2	3	4	8	!___!
c. Attitudes négatives du gouvernement envers le secteur privé	1	2	3	4	8	!___!
d. Manque de motivation des fonctionnaires	1	2	3	4	8	!___!
e. Méconnaissance du secteur privé par les fonctionnaires	1	2	3	4	8	!___!
f. Injustice dans l'application des taxes douanières	1	2	3	4	8	!___!
g. Délais relativement long des procédures douanières	1	2	3	4	8	!___!
h. "Contrôle économique" contraignant	1	2	3	4	8	!___!
i. T. V. A. trop élevée	1	2	3	4	8	!___!
j. T. V. A. mal appliquée	1	2	3	4	8	!___!
k. Manque de consultations de la part du gouvernement avec le secteur privé pour l'élaboration des mesures réglementaires	1	2	3	4	8	!___!
l. Manque d'informations fiables sur la situation économique	1	2	3	4	8	!___!

m. SMIG très élevé	1	2	3	4	8	!___!
n. Productivité très faible des travailleurs sénégalais	1	2	3	4	8	!___!
o. Manque de flexibilité du "code du travail"	1	2	3	4	8	!___!
p. Revendications des syndicats	1	2	3	4	8	!___!
q. Procédures de règlements des revendications par les syndicats	2	3	4	8	!___!	
r. Coûts élevés des transports maritimes	1	2	3	4	8	!___!
s. Coûts élevés d'embauche	1	2	3	4	8	!___!
t. Manque de protection pour les produits locaux	1	2	3	4	8	!___!
u. Mesures associées à la NPI qui ne sont pas bien mises en pratique	1	2	3	4	8	!___!
v. Non reconnaissance par le public du rôle de l'entrepreneur (hommes d'affaires) dans la société	1	2	3	4	8	!___!
w. Manque de rigueur liée à la mise en place de la NPI	1	2	3	4	8	!___!
X. Récompenses et Taxes "non justifiées" versées aux fonctionnaires	1	2	3	4	8	!___!
y. Incertitudes entourant la pratique des affaires	1	2	3	4	8	!___!
z. Changements rapides et imprévisibles dans la réglementation du secteur privé	1	2	3	4	8	!___!
aa. Manque de coordination entre ministères impliqués dans la mise en place des réglementations concernant le secteur privé	1	2	3	4	8	!___!
bb. Traitement spécial accordé à une classe privilégiée d'individus	1	2	3	4	8	!___!
cc. Coûts liés aux paiements d'heures supplémentaires	1	2	3	4	8	!___!
dd. Absence d'avantages financiers dans l'adoption du code des investissements	1	2	3	4	8	!___!
ee. Manque de dynamisme des chambres de commerce	1	2	3	4	8	!___!
ff. Manque de coordination entre la NPI et la NPA	1	2	3	4	8	!___!

gg. Exigence de garanties élevées/ exagérées pour l'accès au crédit	1	2	3	4	8	! _ _ !
hh. Absence de personnel qualifié pour des postes de management	1	2	3	4	8	! _ _ !
ii. Les diplômés du supérieur manquent d'expérience et de talents pratiques	1	2	3	4	8	! _ _ !
jj. Les diplômés manquent d'esprit de compétition	1	2	3	4	8	! _ _ !
kk. Plafonnement du montant des crédits	1	2	3	4	8	! _ _ !
ll. Exigence de dossiers excessifs pour toutes demandes de crédits	1	2	3	4	8	! _ _ !
mm. Manque d'informations fiables sur l'état de la demande extérieure pour nos produits	1	2	3	4	8	! _ _ !
nn. Le fonctionnement du "guichet unique"	1	2	3	4	8	! _ _ !
oo. Accès aux pièces de rechanges	1	2	3	4	8	! _ _ !
pp. Coût élevé des technologies nouvelles	1	2	3	4	8	! _ _ !
qq. Manque de qualification technique sur le marché local	1	2	3	4	8	! _ _ !
rr. Accès aux données dont disposent certaines institutions de recherche	1	2	3	4	8	! _ _ !
ss. Trop de ministères sont impliqués dans la mise en pratique des mesures réglementaires touchant le secteur privé	1	2	3	4	8	! _ _ !
tt. Intervention des agents du contrôle économique	1	2	3	4	8	! _ _ !

27. Quelle(s) source(s) d'informations parmi celles ci-dessous énumérées (consultez) vous pour vous informer des conditions du marché pour vos produits ?

Note à l'enquêteur : Encerclez les chiffres correspondant aux différentes sources qu'aura mentionnées l'enquêté.

- | | |
|--|---------|
| 1. Ministère du commerce
(direction du commerce extérieur
intérieur ou prix) | ! _ _ ! |
| 2. Guichet unique | ! _ _ ! |
| 3. Partenaires étrangers | ! _ _ ! |
| 4. Chambre de commerce | ! _ _ ! |
| 5. Patronat | ! _ _ ! |
| 6. Journaux spécialisés d'information sur le commerce,
autres journaux | ! _ _ ! |
| 7. Banque | ! _ _ ! |
| 8. Ministère du Développement Industriel | ! _ _ ! |
| 9. Ministère du Développement Rural | ! _ _ ! |
| 10. Autre entreprise du secteur privé | ! _ _ ! |
| 11. Autre (spécifiez s.v.p.) _____ | ! _ _ ! |
| 12. Autre (spécifiez s.v.p.) _____ | ! _ _ ! |

SECTION 4 : OPPORTUNITES

28. Si vous disposiez des ressources financières et du temps nécessaire, dans quels genres d'actions parmi celles ci-dessous listées, auriez-vous probablement investi pour améliorer la situation actuelle de votre entreprise ?

- Note à l'enquêteur :
- a) Lisez à l'enquêté chacun des genres d'actions probables ci-dessous listées et les réponses possibles .
- b) Encerclez le chiffre qui correspond au jugement porté par l'enquêté sur chacun des genres d'actions listées.

1 = Très probable 2 = probable 3 = Peu probable 8. Ne sais pas

a. Formation du personnel	1	2	3	8	! _____!
b. Amélioration des techniques de production	1	2	3	8	! _____!
c. Capital physique (amélioration des capacités physiques de l'entreprise)	1	2	3	8	! _____!
d. Amélioration de mes propres aptitudes en management	1	2	3	8	! _____!
e. Marketing	1	2	3	8	! _____!
f. Achat de terrain et ou de locaux	1	2	3	8	! _____!
g. Contrôle de qualité	1	2	3	8	! _____!
h.1 Autre (spécifiez s.v.p) _____	1	2	3	8	! _____!
h.2 Autre (spécifiez s.v.p) _____	1	2	3	8	! _____!
h.3 Autre (spécifiez s.v.p) _____	1	2	3	8	! _____!
h.4 Autre (spécifiez s.v.p) _____	1	2	3	8	! _____!

29. Comment considérez-vous les actions ci-dessous listées, d'un point de vue incitatif.

Note à l'enquêteur : a) Lisez à l'enquêté chacun des types d'actions probables ci-dessus listées ;

b) Encerclez le chiffre qui correspond à l'intérêt porté par l'enquêté sur chacun des types d'actions listés.

1. = Excellent 3. = Peu encourageant, voir pauvre
2. = Bon 8. = Ne sais pas

a. (Re) Vente de produits bruts agricoles sur le marché local	1	2	3	8	!_____!
b. (Re) Vente de produits bruts agricoles sur le marché extérieur	1	2	3	8	!_____!
c. Transformation de produits bruts agricoles pour revente sur le marché local	1	2	3	8	!_____!
d. Transformation de produits bruts agricoles pour revente sur le marché extérieur	1	2	3	8	!_____!
e. Production industrielle pour la vente locale	1	2	3	8	!_____!
f. Production industrielle pour la vente sur le marché extérieur	1	2	3	8	!_____!
g. Construction	1	2	3	8	!_____!
h. Tourisme	1	2	3	8	!_____!
i. Commerce	1	2	3	8	!_____!
j. Activités de banque	1	2	3	8	!_____!
k.1 Autre (Spécifiez s.v.p)_____	1	2	3	8	!_____!
k.2 Autre (spécifiez s.v.p)_____	1	2	3	8	!_____!
k.3 Autre (spécifiez s.v.p)_____	1	2	3	8	!_____!

30. Parmi les projets de production agricoles suivants, lequel(s), pensez-vous, offre(nt) les meilleures chances de succès économique et financier pour inciter l'intérêt des investisseurs sénégalais ?

Note à l'enquêteur : a) Encerclez les chiffres correspondant aux différents types de projets d'investissement mentionnés par l'enquêté ; ensuite,
b) Indiquez par un X celui que l'enquêté aura indiqué comme constituant la meilleure option d'investissement parmi tous.

- | | |
|----------------------|-----------|
| 1. Arachide | ! _____ ! |
| 2. Fruits et légumes | ! _____ ! |
| 3. Elevage | ! _____ ! |
| 4. Aquaculture | ! _____ ! |
| 5. Coton | ! _____ ! |
| 6. Maïs | ! _____ ! |
| 7. Sucre | ! _____ ! |
| 8. Riz | ! _____ ! |
| 9. Niébé | ! _____ ! |
| 10. Autre | ! _____ ! |
| (Spécifiez s.v.p) | _____ |
| 11. Autre | ! _____ ! |
| (Spécifiez s.v.p) | _____ |

31. Parmi les marchés étrangers suivants lequel(s) considérez-vous (ou auriez-vous considéré, si vous n'exportez pas déjà comme étant le(s) plus profitable(s) ?

Note à l'enquêteur : Encerclez les chiffres correspondant aux différents marchés mentionnés par l'enquêté.

- | | |
|-----------------------|-----------|
| 1. CEE | ! _____ ! |
| 2. Afrique de l'ouest | ! _____ ! |
| 3. Maghreb | ! _____ ! |
| 4. Autre | ! _____ ! |
| 5. Moyen Orient | ! _____ ! |
| 6. Asie | ! _____ ! |
| 7. Etats-Unis | ! _____ ! |
| 8. Amérique Latine | ! _____ ! |
| 9. Autre | ! _____ ! |
| (Spécifiez s.v.p) | _____ |

SECTION 5 : ASSOCIATIONS

32. Etes-vous (ou votre entreprise) affilié à une forme quelconque d'association (s) privée(s) (commerciale ou autre) ? (encerclez)

1. Oui 2. Non ! _____ !

32.A Indiquez laquelle (lesquelles) et comment vous jugez son efficacité à bien représenter vos intérêts.

Note à l'enquêteur : (a) Encerclez le chiffre pour chaque association avec lesquels ils sont affilié ;

(b) Encerclez, pour chacun des groupes (associations) ci-dessous listés, le chiffre correspondant au jugement donné par l'enquêté sur son degré d'efficacité ;

1. Très efficace 2. Modérément
3. Pas efficace 8. Ne sais pas

1. Chambre de commerce	1	2	3	8	! _____ !
2. Patronat	1	2	3	8	! _____ !
3. CNES	1	2	3	8	! _____ !
4. SPIDS	1	2	3	8	! _____ !
5. SCIMPEX	1	2	3	8	! _____ !
6. SPEBTPS	1	2	3	8	! _____ !
7. GAIPES	1	2	3	8	! _____ !
8. SETTAS	1	2	3	8	! _____ !
9. SPIHS	1	2	3	8	! _____ !
10. APB	1	2	3	8	! _____ !
11. Syndicat des Mines	1	2	3	8	! _____ !
12. SPIS	1	2	3	8	! _____ !
13. SAMCOS	1	2	3	8	! _____ !
14. SEMPOS	1	2	3	8	! _____ !
15. Autre (spécifiez s.v.p) _____	1	2	3	8	! _____ !
16. Autre (spécifiez s.v.p) _____	1	2	3	8	! _____ !

34. Quelle importance accordez-vous à chacun des facteurs suivants dans votre volonté à vous affilier à d'autres entités privées (commerciales ou autres).

Note à l'enquêteur : Encerchez pour chacun des facteurs ci-dessous listés, le chiffre correspondant au jugement de l'enquêté sur le degré d'importance qu'il lui attribue. Lisez les réponses à l'enquête.

1 = Très important
2 = Pas important

3 = peu important
8 Ne sais pas

- | | | | | | |
|---|---|---|---|---|---------|
| 1. Possibilité d'Accès au crédit | 1 | 2 | 3 | 8 | !_____! |
| 2. Assitance technique | 1 | 2 | 3 | 8 | !_____! |
| 3. Programmes de formation
du personnel | 1 | 2 | 3 | 8 | !_____! |
| 4. Contacts opportuns et
dialogue accrus avec les
pouvoirs publics | 1 | 2 | 3 | 8 | !_____! |
| 5. Capacité à fournir des
informations sur la situation
et les conditions du marché | 1 | 2 | 3 | 8 | !_____! |
| 6. Capacité à conduire des
études de faisabilité | 1 | 2 | 3 | 8 | !_____! |
| 7. Capacité à informer sur les
mesures réglementaires du
gouvernement | 1 | 2 | 3 | 8 | !_____! |
| 8. Autre (Spécifiez-vous)_____ | 1 | 2 | 3 | 8 | !_____! |
| 9. Association d'autre entreprise
pour partager de l'eau dans le cas
d'un marché externe...
(à un appel d'offre)
(consortium) ? | 1 | 2 | 3 | 8 | !_____! |

10. Connaissances des textes réglementaires	1	2	3	8	!_____!
11. Connaissance des structures officiels ou privés liées à l'activité d'entreprises.	1	2	3	8	!_____!
Autre précisez	1	2	3	8	!_____!

MERCI POUR VOTRE APPRECIABLE ASSISTANCE.

APPENDIX 4

CONTRACT SELECTION PROCESS

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My 1124

TECHNICAL PROPOSAL ASSESSMENT PROCEDURES FOR AWARDING OF
CONTRACTS TO LOCAL FIRMS FOR IMPLEMENTATION OF MAPS PRIVATE
SECTOR STUDIES IN SENEGAL

As part of the regular MAPS activity, two major studies are undertaken: 1) The Private Sector Description, based largely on secondary data; and 2) The Private Sector Diagnostic Survey, based on systematic primary data collected using survey research techniques. These studies are contracted out to local firms based on a scope of work and an open bidding process. The scope of work and terms of reference were discussed and distributed to seven institutions which indicated an interest in bidding on the contracts.

All proposals were required to be submitted by 5 pm on Tuesday, December 5, 1989. Six organizations submitted proposals on time, five for the description and six for the survey. A seventh proposal was submitted late and not included in the review process.

A review team consisting of the three members of the MAPS team and Mr. Terry Meyers, representing AID, met on Wednesday, December 6, 1989. The criteria for rating the proposals for the two contracts are attached to this document (see the rating forms below). Technical proposals were read first and rated independently by each reviewer. These proposals were weighted 2/3 and the financial proposals 1/3 in the final consideration. Rating forms for each proposal were collected and overall rankings and scores computed. A discussion by the evaluators then followed before a final decision was reached.

In the case of the Description of the State of the Economy, three firms were competitive from a technical standpoint (CESAG, Coopers and Price Waterhouse). After further discussion and after factoring in the budget proposal, Coopers (Aziz Dieye), emerged as the clear winner. In the case of the survey, six proposals were considered. Of these, four were technically sound. Three of these stood out above the others (Coopers, ENEA and CESAG). Coopers and ENEA were virtually tied technically. Consideration of the budgets did not result in any significant difference between the two. Based on the discussion of the relative strengths and experience of each, the needs and interests of the Mission and in the interests of getting the best possible product, a consensus was reached. It was decided that Coopers would be awarded the main contract and that they would be instructed to issue a sub-contract to ENEA for the survey of the G.I.E. The evaluation team feels that this will produce the most useful and appropriate results in the case of all three parts of the survey and allow each organization to rely on their strengths. The organizations involved agreed to this approach. The losing firms were notified by letter of the results. The winning firms were contacted and discussions begun regarding the contract.

TECHNICAL PROPOSAL ASSESSMENT FORM PRIVATE SECTOR DESCRIPTION

NAME OF ORGANIZATION _____

REVIEWER _____

DATE _____

CATEGORY	POINTS	PROPOSAL SCORE
Organizational Quality Soundness, financial historic, adequacy of office, equipment, etc.	15	_____
Organizational Experience Relevant experience, past track record, ability to meet time schedules for product delivery	15	_____
Manager of this Project background, experience, reliability	25	_____
Personnel assigned to this Project, experience, number, quality	25	_____
Approach to the Task conceptual and technical understanding of the job	20	_____
TOTAL	100	

COMMENTS:

FINANCIAL PROPOSAL:

- 1) UNACCEPTABLE
- 2) NEGOTIABLE
- 3) ACCEPTABLE

Yech Rankings - Survey

	Roy	Rick	Mike	Terry	Total
ESAG	2.5	4	2.5	1	6
Couper	1	2	2.5	3	8.5
Price	2.5	3	4	4	13.5
X Arthur Young	4	5	5	6	20
X MSA	5	6	6	5	23
ENEA	1.5	1	1	2	9

Financial

ESAG 15,504,000
 Couper 11,432,500 12,000,000
 Price 12,880,000
 A. Young 18,933,650
 MSA 14,340,000
 ENEA 11,750,000

Mulloy

Verh. Rankings - Description

	Roy	Rich	Mike	Terry	Overall
CESAG	3	1	1.5	5	10.5
COOPERAT	2	2.5	3	3	10.5
Price Warehouse	1	2.5	1.5	1	6
X Arthur Young	4	4	4	2	14
X MSA	5	5	5	4	19

Financial

CESAG - 6,545,000

Arthur Young - ~~15,933,656~~ 15,448,000

Price 13,072,000 - 1740000

Coopers ~~16,800~~ 5,040,000

MSA ~~14,340,000~~
9,600,000

22
16,600,000

5,040,000

APPENDIX 5

USAID-SENEGAL

EXISTING PRIVATE SECTOR STRATEGY

Malley

PRIVATE SECTOR STRATEGY

March 10, 1988

The Goal

USAID/Senegal's private sector strategy seeks to better living standards through an active private sector. It is based on the premise that liberalization of the economy and a growing role for private enterprise will improve access to resources and make for more efficient resource management, and that the result will be increased production, incomes and employment and better health. To support private sector development, the Mission's program does three things: (1) assists the government's structural reform effort to remove constraints on private business and to shift services from the public to the private sector; (2) encourages the private sector to absorb increased responsibility for tasks previously done by government; and (3) explores ways to strengthen the private sector through credit delivery, management training and technology transfer.

The Problem

Senegal needs a strong private sector to achieve the economic growth required to create jobs and increase income. It also needs a strong private sector to increase the efficiency of services in areas such as health and agriculture that traditionally the government has sought to supply. Despite relatively good growth for the past two years, Senegal's growth rate since independence in 1960—an average of 2.3 percent per year—has been exceptionally low for an African country unafflicted by political disturbances. The lowest of French speaking countries in Africa, it has lagged well behind a three percent population growth rate and well below the pace required to absorb the 100,000 new workers entering the job market each year. Forty percent of the workforce is unemployed or under employed. Per capita income is half that of Cameroon and the Ivory Coast.

Most workers—more than two-thirds—are in agriculture, many in marginal jobs. But agricultural production—millet, sorghum, rice and cattle for domestic consumption, peanuts and cotton for cash and export—has been subject to the vagaries of government policies, climate and world markets. In a good year it produces two-thirds of the country's food needs and 19 percent of GDP.

A small industrial sector employs 10 percent of the workforce and provides 29 percent of GDP. Industrial growth has been stagnant; employment in industry has actually declined in the last few years. Services—trade, transport and tourism—employ 13 percent of the workforce and contribute 52 percent of GDP.

Senegal's formal sector: Senegal's formal private sector is fragile and in transition. Although Senegal inherited a strong infrastructure and a relatively impressive private sector at the time of independence, independence also brought the fragmentation of the West African market. Companies serving a population of 27 million were forced to focus on a market of 3.5 million. Those that survived usually only did so with government protection, and where the private sector withdrew or failed to develop, the government felt obliged to intervene. As a result, Senegal's formal business sector is dominated by government, by public and parapublic companies. The government has majority participation in 86 companies and minority interest in some 100 others. It has majority interest in the largest groundnut oil processing enterprises and the two phosphate mining companies. It has interests in salt, cotton, fertilizer, ship building and repair.

Where the formal private sector exists it is dominated by a few large companies--usually French-owned. The Lebanese, who have long controlled small and medium-sized commercial enterprise, have substantially increased their holdings in larger commercial companies and moved into medium-scale manufacturing. Senegalese and Mauritians have moved into petty commerce, and a few Senegalese have joined with French and Lebanese partners in areas such as fishing, which require 51 percent Senegalese ownership, or have gone into real estate and construction. Senegalese are also active in micro and small enterprise development and constitute, by and large, the informal private sector.

Private firms in the modern sector operate with a number of constraints. Profitability is cut by high production costs. Labor laws contribute to labor costs that are more than twice those of Benin, Togo or Mali, and labor productivity is only 25% of that in the Ivory Coast. Power costs are almost twice those of the Ivory Coast. New companies face a maze of tariffs and monopoly licensing arrangements that make breaking into an already limited market prohibitively difficult. And during the 1970's and early 1980's severe droughts sent agro-based industries into a recession and cut consumer demand for manufactured goods.

The fragility of Senegal's formal private sector is especially apparent in manufacturing. Some 300 companies employ 27,000 workers but a handful of companies are responsible for most of the employment and much of the production. Three companies, a French-owned sugar firm and the parapublic groundnut oil processing operations, employ nearly a third of all employees in manufacturing. A dozen state-owned firms account for 30 percent of manufacturing value-added.

Most plants operate under capacity; in recent years groundnut mills have operated at 30 percent of capacity, fish processing at 50 percent, textiles at 40-60 percent and some plants in mechanical industries at below 20 percent. Many companies, public as well as private, are deeply in debt; the average debt-equity ratio is 4:1.

But not all of the private sector is suffering. A limited number of companies have survived, even thrived, protected by high tariff barriers, monopoly licenses, customs exonerations, patronage, special access and influence. And the informal sector, uninhibited by the controls besetting the formal sector, operates freely, employing three times the workers in formal businesses.

Small and medium-sized enterprises: Small and medium-sized businesses appear to offer potential for considerable growth. A 1984 survey by Leopold Lawson carried out for USAID showed more than 900 small and medium-sized enterprises operating in Dakar, some employing as many as 200 workers, in metal, wood working, manufacturing, textiles, printing, construction and trade. Nearly 80 percent were Senegalese-owned. Capital costs per job created were well below those of larger firms. In the past two years, USAID's Community and Enterprise Development Project has identified in Kaolack and Fatick a robust small enterprise sector capable of borrowing at self-sustaining interest rates and realizing rates of return on investment often above 50 percent.

Policy reforms: The need to strengthen the formal private sector has become increasingly clear as the government has come to realize its own limitations. Beginning in 1983 the government launched a program of economic reform, imposing financial austerity and increasingly seeking to delegate responsibility to the private sector. The New Agricultural Policy included plans for liberalizing the supply of agricultural inputs and encouraging private trading of agricultural production; the 1986 Cereals Plan urged private sector participation in production, marketing, imports, storage and transportation. The New Industrial Policy called for disengagement of the state, privatization of public companies and increased incentives to private investors.

Three objectives of the structural reform are to boost the average annual rate of real GDP growth to 3.8 percent, to curb inflation, and to reduce the balance of payments deficit. To achieve these objectives will require expanded and diversified agricultural production both for domestic consumption and export; a key area of expansion should be in cereals production, as the result of liberalized marketing, increased irrigation and improved technologies. In industry, the effort is to remove government restrictions on private operators, increase competition, limit direct government supports and spur private decision-making and investment. The government has already reduced tariffs and quantitative restrictions on imports, eased some price controls, and has under consideration changes in regulations affecting labor.

The government has made good progress in its reform program. The impact, due to good weather as well, is reflected in the 4.2 percent growth in GDP during the past year (1987). The government remains committed to a continued strategy of promoting private initiative and increased efficiency through price and incentive policies, privatization of state-owned enterprises and services and a reduced government involvement in production.

The transition to a free-market economy will not be easy. Cutting back public involvement and removing protection in specific industry sectors, the restructuring necessary for sustained growth and increased jobs in the long term, will carry real immediate costs. A 1986 study by the Boston Consulting Group concluded that restructuring could eliminate 2,750-4,100 jobs in the short run and certain activities would be forced to close down completely. The cost of full restructuring was estimated at CFAF 7-11 billion.

Perhaps the greatest difficulty will be convincing private investors of the government's commitment to private decision-making. After years of struggling in an environment dominated by government controls and competition, private

investors are chary of investing in areas long considered the government's domain. It takes time to build their confidence. They require assurances that the direction of the reforms are set and the pace is steady. More practically, they require clear and stable rules governing private operations in particular sectors.

USAID's Strategy

The CDSS states USAID's immediate objective as participation "in a cooperative effort with the GOS and other donors to restructure the Senegalese economy and lay the groundwork for positive growth." The goal is "a positive per capita rate of increase in GDP."

To achieve this goal, USAID's strategy is to support Senegal's shift from a state-controlled economy to an economy increasingly governed by private decision-making in a market-driven environment. In agriculture, the focus is on the implementation of the new agriculture policy, on the effort to promote domestic cereals production and to privatize internal marketing and import of cereals, and on decontrol of imports and agriculture inputs. In industry, USAID supports the new industrial policy aimed at increasing the competitiveness of Senegalese production by removing tariff and quantitative protections, privatizing government corporations, and easing restrictions on labor.

Through program support, USAID encourages the steady pace towards a liberalized environment for private business to stimulate private operators in supply and marketing of agricultural inputs, to encourage new investors in industry and force improved efficiency for existing operations, and to increase the productivity of the informal sector. Through project assistance, the strategy is to increase the use of private networks in key areas of agriculture-related marketing and environmental protection and to increase the role of the private sector in health and family planning. It will strengthen the capacity of the private sector to play a role by increasing its access in three areas: credit, training and technology.

Program Support for Policy Reform: Non-project assistance includes the Economic Support Program Grant (FY 86 ESF-IV \$12.5 million, FY 87 ESF-V \$11.5m, FY 88 ESF-VI \$10 million), the Senegal Africa Economic Policy Reform (AEPRP) Grant (FY 86 \$15.0 million), and the PL 480 Title I program loan (FY 86 \$9.5 million, FY 87 \$10 million, FY 88 \$5 million). These programs provide budget support for the government's policy reform program and encourage focus on specific objectives through conditionality, self-help measures, and specific uses for local currency proceeds.

The ESF funds, provided as cash transfers, have aimed at liberalization of the agricultural sector. The government has shifted responsibility for distribution of agricultural inputs to the private sector. It has eliminated subsidies to the peanut oil pressing firms, ended its management of peanut seed stocks, and opened cereals marketing to private traders.

AEPRP I supports a package of tax and tariff reforms aimed at increasing the mobilization of domestic resources. Since 1986 the government has reduced the average level of tariffs by 40 percent, narrowed the number of goods affected,

and removed quantitative restrictions on imports (except for those covered by special agreements). Counterpart funds are being used to reduce government arrears on payments to private firms. The tax code is now being reviewed, and the government is trying to negotiate an end to special agreements that exempt certain businesses from tax. It is trying to expand the tax base and is strengthening tax and customs administration. Under an AERPP-II the Mission plans to negotiate conditionality on banking sector reform and will finance technical assistance for restructuring and privatization of publicly owned banks.

PL 480, through self-help measures and local currency, reinforces the Mission's dialogue with the government on its efforts to shift responsibilities to the private sector. One of the first self-help measures, for example, was the removal of restrictions on private marketing and transport of local cereals. Subsequently, the government lifted all restrictions on purchase, transport, and storage of local production. Another is the progressive elimination of fertilizer subsidies and encouragement of private sector fertilizer distribution.

Project Assistance for Implementation: New Mission projects are designed to engage the private sector in implementation of activities in the Mission's priority areas --agriculture, health and natural resources management. They seek to use the private sector in areas where the government is beginning to shift responsibility for services to the private sector. Because the private sector is often undeveloped in these areas and because the role private investors or traders are being asked to assume is relatively new, the targetted activities are high risk in the short term. There is, however, no choice in the long term. Senegal must delegate the responsibility for delivery of agriculture inputs and marketing of production to the private sector. The government cannot afford to supply all health care needs. Reforestation can only take place with significant private involvement. Management of water must be carried out by private users, supported by private services for irrigation development, operations and maintenance.

o **Agriculture Production Support:** The \$20 million project aims at the development of a private seed multiplication program and increased private processing, distribution and marketing of cereals. It includes a \$9 million credit component for agricultural input suppliers and production marketing to be run through local banks.

o **Reforestation:** The \$10 million project encourages the development of private tree nurseries and plantations by working with private individuals, communities, and local organizations to demonstrate the benefits of agro-forestry, e.g. increased yields and tree products as cash crops.

o **Irrigation and Water Management:** The \$8.5 million project will utilize local private firms for design, construction, and rehabilitation of irrigation systems in the Bakel area of the Senegal River Basin. This will involve building private sector capacity to provide irrigation services to local farmers.

o **Southern Zone Water Management:** The \$18 million project now in design focuses on strengthening the capacity of local, private water-user

organizations to build and maintain small anti-salt and water retention dikes and contour berms to reclaim land and to increase agricultural production. Local private sector firms will be used for dike and berm construction.

o **Family Health and Population:** The \$20.6 million project includes a \$1.5 million private sector component to encourage private companies to include family planning as part of health services made available to employees.

Direct Assistance to Develop the Private Sector: The Mission is also providing direct assistance, both program and project, to strengthen services to the private sector in three areas: credit, technology transfer and training. The most important of these areas is credit which the Mission considers the major constraint on private sector growth. It has two credit projects already underway—Community and Enterprise Development and Agriculture Production Support. It is examining other initiatives as well and is preparing both policy and direct assistance to speed banking sector reform under AEPSP II.

The sectoral focus for the direct assistance is agriculture and agriculture-related industrial development. This is based on the premise that Senegal's near-term growth must come from improved agriculture and a more dynamic agroprocessing industry. These are the areas that hold Senegal's greatest potential and comparative advantage.

Credit: Senegal suffers from an ailing and unresponsive banking sector. The country's banks face a liquidity crisis brought on by state targeting of loans, poorly performing loans, lack of internal controls, and rapidly deteriorating portfolios. Four banks in which the government has substantial interests have \$367 million in bad debt. Credit available to the private sector has steadily diminished. During the 1970's private borrowing represented 24 percent of total credit. By the mid-1980s this had dropped to five percent, virtually all short-term. The lack of credit is a serious, perhaps the most serious, constraint on private sector development.

The Mission has already begun efforts to improve access to credit for small and medium-sized businesses and for agriculture-related traders. Under its Community and Enterprise Development Project, the Mission is experimenting with approaches to small enterprise credit. The project has made 175 loans to small enterprises during the past year at interest rates—24 percent—well above the formal commercial rates. With a default rate of less than five percent, the project now faces the daunting challenge of using the lessons it is learning to convince private bankers to take up small enterprise lending or to create a new and independent structure for such loans. The goal is the institutionalization of an approach to small enterprise credit through a private self-sustaining operation. Options being examined include a mutual society, credit union, private bank and NGO.

The Agriculture Production Support Project Provides funds through commercial banks for direct lending to traders supplying agriculture inputs or to purchasers of agriculture production. Technical assistance to formulate and implement reform of the banking sector itself will be prepared under AEPSP II. Through the Common Fund, the Mission is working with other donors to establish a system of credit for cereals-related lending. It is examining the

possibility of credit through an approach similar to the model developed under the Agriculture Production Support Project, through the Community and Enterprise Development Project or through credit cooperatives.

At the same time, the Mission has been active in discussions between the COS and the donor community on banking sector reform. It has participated in policy meetings and prepared comments on proposed reforms. It is proposing technical assistance to banks on inspection and supervision, credit allocation and loan recovery as part of AKPRP II.

Training: The second area in which the Mission is making a sustained effort to strengthen the private sector is in training. Through the Sahel Regional Financial Management Project we are providing training in financial management to private bakeries and to the local accounting association. We are exploring the establishment of a linkage between the CESAG, the regional management training center for West Africa, and an American management training institution. We are looking at the possibility of encouraging CESAG to develop a capacity for small enterprise training and development which would institutionalize some of the curriculum and training methods developed under the Community and Enterprise Development Project. And we have included both short and long-term training for the private sector in our Country Training Plan.

Technology Transfer: Under the Technology Transfer project, the Mission is exploring approaches to transfer appropriate technologies to Senegal's private sector. It has imported water buffalo to test their suitability for meeting the animal traction needs of small farmers. It is exploring processing of traditional crops such as millet, cowpeas and fruit. An area of growing interest is work with the Food Technology Institute on the adoption of food processing technologies by small and medium entrepreneurs. During the past year, the Mission has been exploring ways to encourage private mango drying businesses. We expect to continue these efforts in the next two years under an amendment to the Technology Transfer Project. The principal focus of that amendment will be the use of appropriate technologies in agro processing and marketing, one of the few areas of industry which appears to hold potential for small and medium-sized businesses.

Next Steps

Under our current program we will continue to provide assistance for private sector development concentrating on (1) policy—setting the environment for a dynamic private sector; (2) implementation—getting the private sector involved in agriculture, natural resources management and health and family planning, our key areas of concern; and (3) direct assistance to the private sector through credit, training and technology transfer focusing first on credit and on development of small and medium-sized companies in agro-related industries.

During the next year we are planning a number of steps to refine and advance that strategy:

1. Assistance to the banking sector (fourth quarter, FY 88): Our major new initiative will be banking sector reform. We are convinced that a concentrated effort to remove the constraint on credit and increase the responsiveness of the banking sector is the best single investment we can make to spur private sector development. We will explore financial assistance in support of privatization and reform along with technical assistance to banks in inspection and supervision, credit allocation and loan recovery to be funded as part of AKPRP II. Technical assistance to banks under AKPRP II would support efforts on credit development through APS and Community and Enterprise Development Projects. It would also lend practical strength to policy efforts to reform the banking sector.
2. Private sector needs assessment (fourth quarter, FY 88): in June and July, with the Bureau's assistance we will undertake a private sector training needs assessment. The assessment will analyze manpower constraints on private sector development and the resources, public and private, in-country and abroad, to address them. It will look at training in areas such as accounting, management, finance, marketing and entrepreneur development.

The study also will provide context to our early discussions with CESAC, the regional West Africa management training institution, and with other public and private institutions on the possibility of institutionalizing the capacity for entrepreneurial training. Senegal's informal and small enterprise sector holds real promise. The informal sector now provides three times the number of jobs as the formal sector. Unencumbered by the statist control which has affected formal companies, informal entrepreneurs have operated with a verve that has given Senegalese traders and businessmen a world-wide renown. How to capitalize on that creativity, help small businessmen become larger and effectively link the informal sector to formal operations in a newly liberalized economy remains a major challenge. The training being carried out in the Community and Enterprise Development Project holds promise. Other efforts at entrepreneur training, most notably that being done by the Center for Entrepreneur Development in Ahmedabad and MSI in the Gambia, may be possibilities. The EDI at the World Bank has made some efforts to graft the CED program to Senegalese institutions. The private sector training needs assessment will help us examine that experience and various alternatives.

3. Assistance in Employment and Enterprise Policy to the Ministry of Finance (fourth quarter, FY 88): We are exploring possible assistance to the Ministry of Finance in preparing studies on a wide range of issues--trade and industrial policy, tax, labor regulation, investment code--that affect private sector development. We have cabled AID/W about the possibility of buying in to an existing project such as S&T's Employment and Enterprise Policy Analysis Project. We are also considering the preparation of case studies based on clients under the Community and Enterprise Development Project which can provide examples of specific policy constraints on small and medium-sized enterprises and might eventually be used in training materials for a small business development course.

4. Development of a PVO strategy and co-financing project (first-third quarters FY 89): We are looking at local and US PVOs in Senegal as possible intermediaries for a USAID effort to help develop the informal sector. During the next few months we will be reviewing our PVO program and developing a PVO strategy as part of our private sector program. Again, the Community and Enterprise Development Project through its work with PVOs and its credit efforts is providing useful information both on the problems of small entrepreneurs and on the ability of PVOs to help deal with them. In addition, three AID/W-funded matching grants to US PVOs include private sector components may produce useful approaches to PVO small enterprise development. We will begin work on the project implementation document for a co-financing project with PVOs in September. We are considering aiming the project particularly at those PVOs interested in income generating projects and development of small enterprises.
5. Assistance to agroprocessing (ongoing): Continuation of efforts under the Transfer of Technology Project to provide technical and marketing assistance to private operators.
6. Private sector strategy assessment (first quarter, FY 89): We are considering requesting AID/W assistance next fall to undertake a private sector strategy review. The review will provide a broad overview of the major constraints on private sector development against which to measure our current strategy. It will survey major policy areas: tax, trade and industrial policies, licensing, restrictions on labor. It will look at services available to private businesses—legal, marketing, credit, accounting and technology transfer and describe ways in which those services can be improved. It will help us to make adjustments in our portfolio and to design the work anticipated in credit and the banking sector and in assistance to small and medium-sized business, particularly in agro-related industry. Finally, it should provide insights into areas for future consideration, perhaps as part of the next CDSS.

Clearance: DDIR:S.J. Littlefield
DDIR:GCarner
PRM:HLubell
PRM:EGreene
ECU:JSikes

Drafted: DMyers, PDO

APPENDIX 6
USAID-SENEGAL
PROJECT INVENTORY