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Contractor: LABAT-ANDERSON  
Incorporated  
USAID Project Office: USAID/Bissau

2200 Clarendon Boulevard  
Suite 900  
Arlington, Virginia 22201  
USA

Rua Vigário Tenório, nº194  
Sala 301 CEP 50.030  
Recife, PE  
Brasil

Rua Vitorino Costa  
Bissau  
Guiné-Bissau

Tel: (703) 525-9400  
Fax: (703) 525-7975

Tel: (55) (81) 224-2863  
Fax: (55) (81) 224-4654

Tel: 245-20-1104  
20-1890/2  
Fax: 245-20-1185

PN-ABZ-800

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# PRELIMINARY ANALYSIS OF REPORTING SYSTEM

MARK RENZI  
GRETA BOYE  
RICHARD GAETA

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GUINEA BISSAU

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Take a Copy

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**TRADE AND INVESTMENT PROMOTION  
SUPPORT (TIPS) PROJECT**

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March 1994

**PRELIMINARY ANALYSIS OF REPORTING SYSTEM**

Mark Renzi, Team Leader and Management Specialist  
Greta Boye, Trade Analyst  
Richard Gaeta, MIS Specialist

TIPS/MSI/2

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## I. INTRODUCTION

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The task and outcome of this assignment were to develop a computerized management information system (MIS) for the Trade and Investment Promotion Support (TIPS) Project that fulfills two goals. First, the MIS serves both as a planning and management tool for specifying the objective outputs, planned activities and inputs for each component of the Annual Work Plan (AWP), and tracks and reports the status of all components and elements of the AWP. Second, the MIS allows for the organization, collection and entry, updating and report generation for all areas of contract activity above those covered in the AWP (i.e., Contract Goal, Primary Objective, Analytic/Strategic Planning Agenda, and Project Logframe). This part of the MIS is roughly modelled on the USAID/Bissau's 1993 Assessment of Program Impact (API), but tailored to meet TIPS reporting requirements, particularly as related to the history, current status, potential and constraints to increased private sector economic activity in each of the cells of the Critical Growth Sector (CGS) Matrix.

While the outcome of the activities undertaken during the course of this assignment is an organized computerized reporting system, the activities defined in the original scope of work with which the MIS team arrived in Guinea Bissau were considerably different. The original task was to build on the automated bibliographic system of documents relating to the CGS matrix that was created by a team of consultants that visited Bissau during December 1993. Specific tasks were to include the location of data sets, the development of methodologies to collect relevant data, and the structuring of the reporting system.

At the onset of this assignment, several meetings were held among members of the short-term MIS team sent from Washington by Management Systems International (MSI), the USAID/Guinea Bissau Mission Director, and the three TIPS managers (hereafter referred to as 'Project Component Leaders') to clarify reporting requirements as defined in both Wisecarver's memorandum of January 11, 1994 addressed to M. P. Leiffert of Labat-Anderson, Inc. (LAI), and the final scope of work on which this document is based. In order to meet the March 15 reporting deadline, consensus was reached that a separate assignment would be undertaken by consultants who would return to Guinea Bissau at a later date. That assignment would entail the completion of the original scope of work that focused on data collection and information "gap filling".

This document aims to provide an understanding of the reporting process and sample formats for those reports. Several meetings subsequent to the initial one were held with the USAID Director and focused on the specific number of reports required, the approach to establishing the methodology for the analytical framework, clarification

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on USAID's API, and contract clarifications. Extensive use was made of USAID's Library INMAGIC system to gather background information for the analytical framework methodology and of the TIPS bibliographic data base system to gather reference sources on data required.

Many of the reports outlined in the following sections of this document are intended to be used as "shell" documents; as such, TIPS Project Component Leaders need only to fill in the blanks in order to complete those particular reports. Other reports require input by the TIPS computer specialists, which will be prepared by Project Component Leaders on input sheets provided on diskette and shown in this document. This document is organized according to type of plan required, and is ordered in a manner similar to that presented in the TIPS Work Plans 10/93-9/94). The plan of this document is as follows: Part II discusses the reporting systems and describes software used to prepare and generate reports; Part III describes administrative and financial reports and includes reports on financial accounting, semi-annual administration, US Government property, subcontractor activities, and host-country contributions; Part IV describes performance and technical reports and includes reports on the Annual Work Plan and its associated budgets, quarterly progress reports, annual summary progress report, and reports on contract project goal, primary objective, and analytical planning agenda. Part IV also includes reports on short-term consultants, training, participation, and gender issues.



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## II. REPORTING SYSTEMS

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A combination of three systems are used to prepare and generate the reports that are required by USAID of TIPS: Microsoft Project Manager, WordPerfect and DBase IV.

### A. PROJECT MANAGER

A customized Microsoft Project Manager software package is currently installed to serve as the "program shell" by which to drive the Trade and Investment Promotion Support (TIPS) Project's "Computerized Management and Reporting System".

The Project Manager software package was selected due to the extensive scheduling, costing and tracking information requirements of the overall Project planning and reporting process.

The software is designed to track the scheduling requirements and corresponding costs of all work plan activities, technical personnel, non-expendable project commodities and training event inputs for the a) Annual Work Plans (AWP), b) Quarterly Progress Reports (QPR) and c) the Annual Summary Progress Reports (ASPR), according to that outlined in the February 4, 1994 Scope of Work.

The loading of the 1994 Annual Work Plan (AWP94) into the "program shell" establishes a baseline schedule which serves as the point of origination for the forecasting and comparison of all technical activities over the five-year life cycle of the Project. The original plan, saved as the baseline schedule, is copied and periodically updated, preferably monthly, with "status" information. Status information refers to "actual" data or revised anticipated schedules including such information as a) actual start and finish dates, b) actual activity, event and task durations, c) anticipated technical manpower requirement revisions, d) incurred costs, e) adjusted task relationships and/or constraints, etc.

The Project Manager software creates the current version of the schedule based on actual resources, costs, work totals and schedule adjustments entered into the system. The revised schedule provides an up-to-date view of the Project. Correspondingly, the current schedule drives all subsequent progress reports, rolling annual work plans and associated technical and performance reports; revealing and adjusting for project slippages, delays, cost over and under runs, actual resources utilized, etc. The more clearly the user can depict the details about how and when resources work, the more solid are the overall project schedule projections.

The Project Manager software enables the user to print six basic views and seven basic reports, as well as permits the plotting of data using embedded two and three dimensional charting and graphic applications. Standard view print formats

include 1) Gantt Charts, 2) PERT Charts, 3) Task Sheets, 4) Resource Sheets, 5) Resource Graphs and 6) Resource Usage views. Standard report print formats include: 1) Task Report, 2) Resource Report, 3) Periodic Task Report, 4) Periodic Resource Report, 5) Monthly Calendar Report, 6) Base Calendar Report and 7) Project Summary Report. The user may specify the view and report formats provided or customize either to focus on a specific subset of the Project's work plans, tasks, and/or resources.

Table A1 of Annex A provides a detailed inventory of the maximum Report and Plan matrix of the TIPS Computerized Management and Reporting System. It was developed in order to represent a maximum dimension matrix of the Contractor's "hypothetical" reporting responsibilities as requested by USAID in accordance with that outlined in Steven G. Wisecarver's January 11, 1994 memorandum to M. Peter Leifert of Labat-Anderson, Inc.; i.e., it represents USAID's "Report Wish List".

The purpose of the table is to identify maximum load or impact that the execution of all requested reports would have on the overall reporting process. Accordingly, the periodicity, length of reporting period and proposed delivery dates are analyzed and represented in a schedule format. The Table is illustrative and does not infer that the reports and plans listed represent the Contractor's actual reporting responsibility.

Additionally, it is to be noted that the term "Responsibility" used as a header in the aforementioned Table, refers to the organization responsible for the technical or systems development of the report being referenced. This column was inserted to facilitate directing or fielding any questions that the project administrative or technical personnel might have regarding "systems" design, development or integration to the appropriate organization. The term neither seeks to refer or imply administrative responsibility or authority over the report content or delivery.

A total of nine Administrative and Financial Reports are identified in the maximum plan and report matrix including: 1) Annual Financial Accounting Report, 2) Semi-Annual Administrative Report, 3) Annual Report of US Government Property in Contractor's Custody, 4) Annual Report of US Government Non-Expendable Commodities in Contractor's Custody, 5) Annual Report US Government Inventoried Property in Contractor's Custody, 6) Annual Plan of Project Non-Expendable Commodities Requirements, 7) Summary Subcontractor Report, 8) Long-Term Local Hire Employee Position Description Plan and 9) Host-Country Counterpart Contributions In-Kind.

A total of eleven Performance and Technical Reports are identified in the maximum plan and report matrix including: 1) Annual Work Plan and Budget, 2) Quarterly Progress Report, 3) Annual Summary Progress Report, 4) Contract Project Goal, 5) Analytical Planning Agenda, 6) Project Logical Framework Outputs, 7) Consultant Reports and Briefings, 8) Annual Training Plan, 9) Final Event Training Activities Report, 10) Participation Report and 11) Gender Issues Report.

It is important to note that several of the aforementioned plans and/or reports are lists

or subsets of more summary level plans and/or reports; e.g., the Annual Training Plan and the Annual Plan of Non-Expendable Commodities Requirements are filtered products of the Annual Work Plan and Budget. Refer to Table A2 of Annex A for a Flow Chart of the TIPS Management and Reporting System Files interrelatedness of administrative and technical plans/reports.

Due to considerations pertinent to computer/software efficiencies and data integrity/security issues, the TIPS Project has been programmed into a series of nine separate subprojects which aggregate to the master project level. Refer to Table A3 of Annex A for a listing of the active file directories, file names and corresponding descriptions. A total of sixteen files currently comprise the TIPS Computerized Management and Reporting System including ten (10) Work Plan files, three (3) Calendar files and three (3) codification, cost schedule and normalization reference files.

Work plan outputs, activities, training events, non-expendable commodities, tasks and indicators/deliverables are loaded into the system in accordance with their activity specific calendars and standard cost schedules as aggregated at the summary output level of the October 1993 - September 1994 Annual Work plan (AWP93). Revisions to the AWP93 form and content were incorporated according to the current status of the Project's technical activities.

A detailed system of coding was developed in order to assign and track hierarchically organized tasks and relational resource categories. The system parallels that which was utilized in the AWP93 document. Refer to Table 4A of Annex A for an example list of resource codes assigned according to the Fully Burdened Standard Costs Schedule of Technical Assistance Personnel.

The AWP93 level of effort (LOE) schedule of technical personnel assigned to the execution of tasks was normalized in order to equate AWP93 generalized person months to an exact AWP94 account of workday availability/assignment which varied according to the individual's contact type; e.g., Short-Term Expatriate Consultants (STXC) and Short-Term Expatriate Employees (STXE) work availability is distinct from Long-Term Expatriate Local (LTXL) personnel which is distinct from Short-Term Local (STL) staff which is distinct from Long-Term Local (LTL) employees. Refer to Table 5A of Annex A for a list of equivalencies. When analyzing Table 5A, it is observed that a 1.00 person month varies five and one-half workdays from off-shore consultants to local personnel. The AWP93 level of effort allotments were used as an initial reference by which to assign a given individual work to a specific task. Said allotments were subsequently revised according to the Project Component Leader's current view of the status of a given activity.

Correspondingly, human resource work availability, cost and scheduling, which varied according to contract type, was calculated and assigned according to one of three concurrent calendars for the March 15, 1994 to December 31, 1994 reporting period.

STXC and STXE personnel were scheduled according to a 251 workday

calendar ( 292 elapsed days less 41 Sundays). LTXL, LTL and STL personnel were scheduled according to a 199 workday calendar (292 elapsed days less 41 Sundays, less 42 Saturdays, less 10 combined National American and National Guinean Holidays). Based on these parameters, initial 1994 real-time workday calendar scheduling was assigned by the program. Based on the identification of a) the activity/task initiation date, b) activity/task termination date and/or c) duration of the task, an initial 1994 real-time workday schedule for off-shore and local personnel was generated. Said schedule was subsequently modified according to Project Component Leader review.

In the interest of projecting a "realistic" 1994 annual work plan, the Project Component Leaders reviewed monthly work load totals disaggregated by participating personnel over the nine month planning/reporting period. This analysis permitted the identification of over-allocated human resources and facilitated the leveling of said resources through either a) the assignment of additional personnel to complete the task or b) the rescheduling of specific activities/tasks in order to reduce or redistribute personnel workloads.

It is noted further, that the total number of monthly workdays available to local staff was adjusted downward to incorporate an additional twelve vacation days. LTL personnel were adjusted downward one day per month from March through November with the three day balance assigned to December. LTXL personnel were adjusted downward twelve days in the month of December. Furthermore, in order to account for associated administrative responsibilities, the total number of monthly workdays available to the LTX2 and LTX3 Component Leaders was reduced by 20% per month. Due to the dual administrative responsibilities assumed by LTX1 as both Component Leader and Project Coordinator, the total number of available monthly workdays was reduced by 40%. Refer to Table A6 in Annex A for a listing of the maximum monthly workloads, expressed in days, according to contract type.

Accordingly, technical workload assignments for all project personnel should not exceed the maximum available workday monthly workloads stipulated in Table A5.

Refer to Annex D for example standard report formats of AWP94 Work Plan VIII - Direct Private Sector Support.

## B. WORD PERFECT

WordPerfect is used to prepare and generate the following reports:

- Contract Project Goal
- Contract Primary Objective
- Analytical Planning Agenda
- Project Logical Framework Outputs
- Consultant Reports and Debriefings
- Final Event Training Activities Report

- Annual Training Plan
- Long-term Technical Hire Employee Position Description Plan

To facilitate report preparation, a diskette with prepared WordPerfect documents was provided to TIPS Chief of Party. This documents can easily be converted to Microsoft Word for those Project Component Leaders who use that software program.

### C. COMBINATION

A combination of Dbase and WordPerfect is used to prepare and generate the following reports:

- Participation Report
- Gender Issues Report

The data base that should be used to track participation and gender has not yet been constructed. It should be simple in nature, and provide basic reporting requirements. For details on the type of information to report, see the corresponding chapters in this document.

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### III. ADMINISTRATIVE AND FINANCIAL REPORTS

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This section of the document describes five types of administrative and financial reports: (1) Annual Financial Accounting Report, (2) Semi-Annual Administrative Report, (3) Annual Report of U.S. Government Property, (4) Summary Contractor Report, and (5) Other Reporting Requirements. The following sections of this part of the document explain which reports must be generated and how to go about their preparation.

#### A. ANNUAL FINANCIAL ACCOUNTING REPORT

This report is the responsibility of LAI and therefore will not be discussed in this document. Rather, TIPS Chief of Party should speak with LAI directly in order to comply with these reporting requirements.

#### B. SEMI-ANNUAL ADMINISTRATIVE REPORT

This report is also the responsibility of LAI and therefore will not be discussed in this document. Rather, TIPS Chief of Party should speak with LAI directly in order to comply with these reporting requirements.

#### C. ANNUAL REPORT OF U.S. GOVERNMENT PROPERTY

The Annual Report of U.S. Government Property is broken down into two separate reports and one plan: (1) Annual Report of U.S. Government Non-Expendable Commodities in Contractors' Custody, (2) Annual Report of U.S. Government Inventoried Property in Contractor's custody, and (3) Annual Plan of Project Non-Expendable Commodities Requirements. Each of these three reports is further disaggregated into the following three sections: (a) Report According to Home Office Administrative Support; (b) Report According to Bissau Office Administrative Support; and (c) Report According to Project Commodities.

The difference between reports (1) and (2) is that the first report, that on non-expendable commodities in contractor's custody, only related to those commodities having a value equal to or exceeding US\$500. The second report on inventoried property related to *all* property in the custody of the contractor.

[RICHARD: WRITE ABOUT THESE TWO REPORTS, i.e., how to prepare them and which persons are responsible for completing this task]

#### D. SUMMARY SUBCONTRACTOR REPORT

This report is the responsibility of LAI and therefore will not be discussed in this document. Rather, TIPS Chief of Party should speak with LAI directly in order to comply with these reporting requirements.

#### E. OTHER REPORTING REQUIREMENTS

##### 1. Report on Host-Country Counterpart Contributions In-Kind

As part of Other Reporting Requirements under this section on Administrative and Financial Reports, a report must be prepared on host-country counterpart contributions in-kind. The project does not anticipate Government of Guinea Bissau (GOGB) contributions in the form of cash or commodities. However, it is expected that "in-kind" contributions in the form of un-paid time and meeting space will be provided in support of project activities by local people and institutions at no fee. USAID/Bissau has not yet determined whether or not private sector "contributions" can be included in our estimates. Therefore, data must be gathered separately from GOGB and private sources.

In order to comply with this reporting requirement, the project must routinely gather and maintain data on non-compensated time and meeting space provided by Guinea Bissau sources. We recommend that TIPS use the following procedure to estimate host-country contributions.

- (1) Activity managers of all TIPS activities must record the following information:
  - a. if the space is being provided to the project at no fee, indicate the number of days that the space has been made available (if the space is being provided as part of a training package purchased by TIPS it is not to be counted).
    - > report separately for government and non-governmental locations
  - b. indicate the number of participants who attend the session for more than three hours.
    - > report separately for government and non-governmental employees
- (2) To provide an estimate of host country contributions, we must calculate -- separately for government and non-government sources -- contributions using the following formulae:

- a. multiply (1a) by \$55
- b. multiply (1b) by \$2

(3) These information requirements should be included in the cover sheet to the basic participation ID forms to be handed in after each TIPS activity.

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## IV. PERFORMANCE AND TECHNICAL REPORTS AND PLANS

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The performance and technical reports that TIPS must prepare form the greatest part of the reporting and planning process and therefore sufficient time should be allocated to their preparation. There are eight types performance and technical reports: (1) Annual Work Plan and Budgets, (2) Quarterly Progress Reports, (3) Annual Summary Progress Report, (4) Specific Reports, (5) Consultant Reports and Debriefings, (6) Final Event Training Activities Report, and (6) Other Reports.

The topics that will be reported on in Reports (1), (2), (3), (5), and (6) are self evident. Report (4) includes reports on: (a) Contract Project Goal, (b) Contract Primary Objective, (c) Analytical Planning Agenda, and (d) Project Logical Framework Outputs. Other reports include: (a) Participation Report and (b) Gender Issues Report. The following sections of this report outline specific formats for each of those reports.

### A. ANNUAL WORK PLAN AND BUDGETS

The Annual Work Plan (AWP) and its associated budgets are based on activities included in the four TIPS project components: Policy, Legal and Regulatory, Judicial and Administrative, and Direct Assistance to the Private Sector. Each of the following sections of this part of the document discusses in *general terms* the activities of each component. *Specific activities* as they relate to each of those four project components make up the actual AWP. During the course of this assignment, a standardized input form was designed for information that is to be included in the AWP (see Annex B for a print-out of the form). These forms should be completed by Project Component Leaders and given to the TIPS computer support team, who is responsible for entering the data into the Project Manager software system.

#### 1. General Activities for TIPS Project Components

##### a. Policy Component

During the work plan period, the policy component of TIPS will direct its activities towards the formulation and implementation of certain targeted policies and towards the strengthening of key government institutions, as follows:

- *Policy Formulation, Adoption and Implementation for Key Targeted Policies.* Credit and tax policies are expected to receive the greatest attention in the upcoming year, and are planned to be investigated by undertaking studies. These studies are expected to lead to workshops and, if all goes well, will eventually

develop action plans to implement the proposed reforms.

- *Support to Institutions Central to Policy Agenda.* TIPS will support efforts to improve the capacity of the following institutions considered key to T & I policy implementation: MRDA, the GAI, and economic policy advisors in the Prime Minister's and President's offices.
- *Dissemination of Key Documents.* A number of documents exist in the USAID library or are available internationally that contain information relevant to the TIPS policy agenda that would be of use to policy makers. However, some are not in a "user-friendly" format and will require translation, summarization, or both. This component will adapt and disseminate this information, focusing first on items pertinent to the TIPS policy agenda for the upcoming year.

During this period the effort to reform licensing procedures, initiated under IPC will be "handed" over from the Policy Component of TIPS to the Legislative/Regulatory Component of the project. The Policy Component will begin very preliminary probes into two other areas during the plan period with a study of trade policy and a feasibility study for developing natural resource accounting. Any programming of follow-on activities for these areas will await analysis of these preliminary efforts. A cross-cutting theme in the efforts under this component is to help the GOGB redefine the role of government in a market economy. All seminars and conferences will address this issue and a conference on the topic is currently scheduled. Specific tasks to be undertaken are described in greater detail in Part IV on the Analytical Agenda of this report.

b. Legislative/Regulatory Component

[ZAGONAL: Describe in a manner similar to the Policy Component.]

c. Judicial/Administrative Component

[ZAGONAL: Describe in a manner similar to the Policy Component.]

d. Direct Assistance Component

[LA FLEUR: Describe in a manner similar to the Policy Component.]

## 2. Standardized Input Forms for Annual Work Plan

Two distinct information and data input forms were also designed as part of the assignment in order to standardize a procedure to enter data into the computerized annual work plan. These forms should be completed by Project Component Leaders. The first form encompasses basic data on resources to be used (i.e., labor, travel fees and other costs), and other information that will be reflected in the Analytical Agenda Report and the Training Reports ). The second form addresses only information related to procurement of commodities and will be used in the [Richard: what is the name of the report in which this information will be used?] For details of information to gather for these input forms, see the print-outs in Annex B.

## B. QUARTERLY PROGRESS REPORTS

The Quarterly Progress Reports will be generated from Microsoft Project Manager system output. For details on exact due dates of this report, see Annex A.

## C. ANNUAL SUMMARY PROGRESS REPORT FOR PERIOD 7/15/ - 3/15/94

### 1. Introduction

An overview of the major accomplishments achieved and challenges faced must be reported on both an annual and quarterly basis. For a detailed schedule of report due dates and length of reporting period (in months) over the life of the TIPS project, see Annex A. The following sections of this report present a format for the progress report that will cover the period July 15, 1993 to March 15, 1994. It can be used to submit the required progress reports on March 15, and can be adapted to reports that must be submitted to USAID in the future.

### 2. Technical Progress Report of Period 7/15/93-Sep 15/94

#### a. Overview

[JB to write with comments from JL, LZ, JT; JB will also explain relationship between TIPS-funded and Non-TIPS-funded activities]

#### b. Progress on activities funded outside TIPS but directly related to TIPS.

[JB to write, with input from JL and WC on LAI work]

- i. Policy
- ii. Legislative/Regulatory
- iii. Judicial/Legal
- iv. Direct Assistance to Private Sector

#### c. Progress on TIPS-funded activities.

[To be provided for compilation, on diskette, by each Project Component Leader. Please see summary of current AWP with items highlighted which appear to require attention].

- i. Policy
- ii. Legislative/Regulatory
- iii. Judicial/Legal
- iv. Direct Assistance to Private Sector

3. Report and Analysis of Progress Made to Date Against Annual Work Plan of 10/93 - 3/15/94

a. Unforeseen Activities

[Provide comments and explanations for activities that were planned that did not occur, opportunities taken advantage of that were not planned, etc.]

b. Accomplishments

[Provide a one-by-one presentation of accomplishments made, and of incompleting activities. See attached sample format.]

c. Interaction Among the Technical Areas

[Describe the nature of interaction among the technical areas.]

d. Progress in Miscellaneous Areas

i. Host Country Contributions

[See Part Part E.1 for instructions on how to calculate host country contributions]

ii. Participation

[See Annex B for sample reporting format on participation.]

iii. Gender

[See Annex B for sample reporting format on gender.]

e. Management Issues

[Examples:

- i. Home Office/Guinea Bissau office communication and Intra-contractor communication.
- ii. Workplan development process
- iii. Difficulty of MSI managing its information role with multiple clients who do not have consensus on means or ends of the system.

4. Proposed Sample Format for Reporting on Progress Against Work Plan of 10/93  
 - 3/15/94

Planned Activity	Status	Comment
<b>Part I: Goal Level</b>		
A.1. Preliminary approval		
A.2. Operational Manual		
A.3. Ongoing Data collection		
B.1. Goal-level reports delivered		
B.2. Policy dialogue agenda items determined		
C.1a. Roundtables C.1.b. Seminars C.1.c. Workshops		
C.2. Articles		
C.3. Ad hoc		
D.1. Formal recommendations on AWP		
E.1. Notices to USAID		
E.2. Revisions of work plans		

Part II: Primary Objective		
A.1. Computerized Reference System		
A.2. Abstracts/Key information references		
A.3. Library materials detailed review		
B.1. Primary objective reports delivered		
B.2. Primary Objective reports analyzed		
C.1.a. Roundables C.1.b. Seminars C.1.c. Workshops		
C.2. Articles		
C.3. Ad hoc		
D.1. Formal recommendations on AWP		
E.1. Significant changes to Primary Objective		
Part III: Project Logframe		
A.1. Preliminary approval		
A.2. Operational manual		
B.1. Project logframe progress measures report delivered		

**Part IV: Analytic/Strategic Planning Agenda**

A.1. Computerized reference system		
A.2. Abstracts/Key information references		
A.3. Library materials detailed review		
A.4. Preliminary Approval		
A.5. Final Approval		
A.6. Operational Manual		
B.1. Analytic Agenda developed and implemented		
D.1. Mini-conference presenting TIPS		
D.5. Ad hoc participation		
E.1. Initial work plan produced		
E.2. Initial work plan revision		

Part V: Trade and Investment Policies		
A.1. Handout		
A.2. Meet individually		
A.3. Follow-up briefings		
A.4. TV/Radio		
A.7. Policy training plan		
B.5. Fishery policy working group		
B.6. Agriculture strategy working group		
D.1. Ministry of Finance and GAI		
D.2a. Workshop on Garcia report		
Part VI: T&I Statutes and Regulations		
A.1. Catalogue statutes		
A.2. Systematize and compile		
B.3. Supplies and equipment		
C.1. Communications workshop		
D.1. Seminar on how a bill becomes a law		

Part VII: Legal and Administrative Adjudication		
A.1. Material and bibliographic needs		
A.2. Repair water leaks and water damage		
A.3. Legislation for independent judicial system		
A.4. Survey		
C.1. Portuguese codes		
C.2. Impact of judicial systems on economy		
C.5. Codified, cross-indexed listing (see A, above)		
C.6. "Distance" education		

**Part VIII: Direct Private Sector Support**

A.1.a. CCIA Survey, data base and directory		
A.1.b. AMAG Survey, data base, and directory		
A.5. Traditional producers desk survey, data base and profiles		
B.1. Market information service (MIS)		
B.2. National Agricultural Strategic Plan		
B.4. Export promotion program for mangos		
B.5. Cashew pilot project		
C.1. Literature review		
C.2.a. GAPLA/INEP sector study on cashews and workshop		

**Part IX: Reports and Reporting Systems**

A.1.	Annual Financial Accounting Report		
A.3.	Annual Report of Government Property		
A.4.	Summary Subcontractor Report		
A.5.	Other Reporting Requirements		
B.1.	Annual work plans and budgets		
B.2.	Quarterly progress reports		
B.3.	Semi-annual progress reports	Requirement eliminated	
B.4.	Specific reports		
B.6.	Consultant Reports		
B.7.	Trade Mission, short-term overseas training and in-country workshops and seminar reports		
B.8.	Other reporting requirements		

5. Administrative Systems and Logistical Concerns

a. Context

[Describe how administrative systems and logistical concerns fit in with project, i.e., their role with other project components. Discuss in general terms what we should expect from these systems in order for TIPS to succeed.]

b. Administrative Systems

[Judy: here's one attempt at expressing the issues. If it is useful, you could use it alone or with supporting text]

System	Status a/o 3/15/94	Outstanding Issues	Future objectives
<b>1. Procurement</b>			
Authority			
Responsibility			
Purchase Order Processing			
Contract Office Notification & consent			
Bidding & Requests for Quotes			
Purchase Order Files			
Audits			
Receiving Procedures			

System	Status a/o 3/15/94	Outstanding Issues	Future objectives
<b>2. Local Hire Personnel Management</b>			
<b>a. Staffing</b>			
Job Descriptions			
Recruitment			
Notice of Opening			
Application Log			
Screening			
Interviewing/ Testing			
Reference Check			
Selection			
Clearance/ Grade/ Step			
Contract			
<b>b. Hiring</b>			
Verbal & Written Offers			
Orientation/ Compensation Plan			
<b>c. Establish Performance Requirements</b>			
Objectives			
Standards			
Performance Review Process			
<b>d. Promotion Guidelines</b>			
Guidelines			
<b>e. Discipline Guidelines</b>			
Steps established			

System	Status a/o 3/15/94	Outstanding Issues	Future objectives
<b>f. Training and Staff Development</b>			
Computer			
USAID & LAI Policies			
Workshops			
<b>g. Financial Management Systems</b>			
TIPS/LAI Coord. w/ CO and COTR			
<b>4. Residential Management</b>			
<b>a. Guard Service</b>			
Guard Service			
<b>b. Maintenance</b>			
Contract Generator Service			
Contract Electrician			
Identify Masons, Carpenters, etc.			
<b>c. Request for Service Systems</b>			
<b>5. Office Operations</b>			
<b>a. Establish Staffing Pattern</b>			
Organiz. Chart & Work Plan			
Establish Policies for Supervisors			
<b>b. Establish Records and Correspondence System</b>			
File Management			
Data Entry & Tracking			
Distribution			
Record Review			
Log Books			

System	Status a/o 3/15/94	Outstanding Issues	Future objectives
<b>c. Management of Computer Systems</b>			
Set up Systems & Software			
Coordinate Usage & Back-up			
Analysis of Up-Grade & E-Mail			
Maintenance			
Training			
<b>d. Finance Office</b>			
Policies & Procedures			
Accounts Payable, Scheduling, Bookkeeping			
Filing Systems			
Accounting Software			
<b>e. Logistics Office</b>			
Travel Office			
Transportation			
Maintenance & Janitorial			
Inventory/ Property			
Security			
Customs			
<b>f. Program Office</b>			
Set-Up Reporting Systems			

System	Status a/o 3/15/94	Outstanding Issues	Future objectives
<b>6. Long- and Short-Term Contract Personnel</b>			
<b>a. Medical Services</b>			
Emergency Evacuation			
Local Doctor, Dentist, & Clinic			
Dakar Evacuation Procedure			
<b>b. Identify Local Housing and TDY House</b>			
Prepare Leases			
Move Furniture, Appliances, Household Effects			
Telephone, Electricity, Water Services			
<b>c. Local Facilities Orientation</b>			
Schools, Stores, etc.			

c. Key Issues

[Include any other systems issues, e.g., address the key issues that need COP, LAI, or USAID attention?]

6. Material/Human Resource Issues

a. Office Space

[Describe highlights: building fixed-up, tailored to our needs, conference room on way, etc.]

b. Key Issues

[Any other needs identified and not yet done? Discuss any problems and actions that we plan to take to solve them.]

7. Commodity Procurement

a. Commodities Purchased

[Describe important commodities purchased, e.g., vehicles, computers, furniture]

b. Key Issues

[Describe commodities that need to be purchased and expected dates of purchase, e.g., desktop computers, or laptops, so consultants can work; appropriate drivers to run printers.]

[Describe issues with commodity system and what we'll do about them, such as include data in DBase file, or use annual work plan as a source for planning procurement]

8. Housing

a. Housing

[Who has housing? Is it adequate?]

b. Key Issues

[Who still needs housing? What about the TDY house? Any worries about how to pay for it if no one wants to stay there? Do we have projections for its use? What about men and women sharing it? Does its design need to be adjusted, etc.]

9. Staff Issues

a. TIPS Staff

[Describe make-up of staff, arrival dates, delays, and progress in getting STL on board.]

b. Key Issues

[Discuss issues relating to temporary employees who become ready for full-time work, if applicable, and address any staffing gaps or redundancies that may have emerged]

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## D.1. REPORT ON PROJECT GOAL

### 1. Introduction

The TIPS Report on Contract Project Goal will report on information similar to that presented in Section II of the USAID/Bissau 1993 Assessment of Program Impact. This report is organized in a standardized manner so that the reporting format can be used in future reporting exercises. For each of the 21 contract indicators, targets, and external factors outlined in the contract, data will be provided for pre-1992 time series data, 1992 base year data, and annual data through 1998. As specified in the contract, data will be quantitative when possible, and qualitative (narrative) when useful and/or necessary. Sources of data will be provided, and data gaps will be identified when possible, as will be deficient sources of data. This type of reporting is essential to TIPS Project Component Leaders, who must continually specify, monitor, and analyze these kinds of data in order to focus on the overall project objective and adjust the Annual Work Plan according to changing conditions in the economy of Guinea Bissau.

The plan of this report is as follows: Section 2 presents sample formats for the data to be completed by Project Component Leaders on contract goal indicators and targets, and provides guidelines for issues to be discussed. As indicated in the TIPS contract, this section will assess the following 13 types of project indicators and targets: growth, market-oriented, broad-based, sustainable, domestic and external trade, and investment. Section 3 presents sample formats to be completed for data on external factors influencing the project goal. Likewise, as indicated in the TIPS contract, Section 3 will report, in a narrative format, on eight external factors that impact on the achievement of the contract goal. These external factors include information on: the International Monetary Fund (IMF) and World Bank stabilization program, political activities in Guinea Bissau, donor support, the impact of the weather on the country's economic situation, world and domestic prices, and financing for trade and investment activities. To facilitate reference to the TIPS contract, the sections of this report are numbered according to the indicators, targets, and external factors outlined in the TIPS contract.

- (3) Goal Indicator 3. Market-Oriented: For each year during the period 1993-1998, the number of administratively determined prices does not increase above 1992 levels, and those that are administratively determined continue to reflect world prices.

Year	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998
No. of Administratively Determined Prices							4	3					
Source: Ministry of Commerce and Industry.													

Data gaps: [Write about data gaps; if none exist, state that none exist]

- (4) Goal Indicator 4. Broad-Based: For each year during the period 1993-1998, at least 60 percent of rural households report annual increased "income" over previous year.

This goal indicator is also in the process of being revised by the TIPS Project Component Leaders, as suggested in the report prepared by REDSO staff during a recent visit to Guinea Bissau (for details on this report, see page 5 of the memorandum from G. Rogers and C. Prudencio to M. Lokomski on January 28, 1994). REDSO staff states that annual measurement of income changes at the household level is too difficult to warrant the use of this indicator. Rather, REDSO staff suggests that an alternative indicator might be per capita sales of agricultural and non-agricultural products, as well as rural terms of trade that could be tracked in different local geographic market area within the country. This alternate broad-based indicator is presently under review by TIPS Project Component Leaders.

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2. Project Goal Indicators and Targets

- (1) Goal Indicator 1. Economic Growth: Real GDP of Guinea Bissau increases by at least 25% over the life of the project.

REAL GDP	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998
Growth Rate (ave. yearly % change)	1.0	5.6	6.8	5.0	3.0	2.8	3.0	3.0	4.0	4.0	4.0	4.0	4.0
Growth Index (1992 = 100)	77	82	87	92	94	97	100	103	107	111	116	120	125
Source: For historical data, IMF and World Bank; projected data calculated based on target cumulative growth rate of 25 percent at the end of the TIPS project.													

After the failed, Marxist, central planning years of the 1980s, late 1986 marked the almost total opening of the Guinea Bissau economy to private sector activity. The response was quick and significant: from 1987 to 1989 real GDP growth averaged over 5.8 percent. By 1990, however, the constraints imposed by unclearly defined or unreformed policies, laws, regulations and judicial systems began to operate and real growth rates dropped significantly. In order to achieve the target growth rate of 25 percent by the end of the TIPS project (i.e., in 1998), Guinea Bissau's real GDP must grow by 4 percent a year.

- (2) Goal Indicator 2. Market-Oriented: For each year during the period 1993-1998, the number of rural households reporting money income increases by at least 3 percent.

This goal indicator is in the process of being revised by the TIPS Project Component Leaders, as suggested in the report prepared by REDSO staff during a recent visit to Guinea Bissau (for details on this report, see page 5 of the memorandum from G. Rogers and C. Prudencio to M. Lokomski dated January 28, 1994). REDSO staff believes that this indicator inadequately addresses the issue of the number of Guineans involved in the country's cash economy because it eliminates by definition those workers who are not salaried or those who have commerce as a primary economic activity. REDSO staff also recommended that USAID not fund annual or bi-annual household surveys to track changes in this indicator. The use of two alternate market-oriented indicators, such as general commerce and services, are under consideration by Project Component Leaders.

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- (5) Goal Indicator 5. Sustainable: For each year during the period 1993-1998, the current account deficit on the balance of payments is reduced by at least 3 percent a year.

Year/Current Account (\$US millions)	1986	1987	1988	1989	1990	1991	1992	1993*	1994	1995	1996	1997	1998
Balance						-44.97	-72.27	-20.93					
Annual percent change							60.7	-71.0					
Trade (net)						-47.03	-77.04	-31.05					
Imports						-67.47	-83.51	-65.00					
Exports						20.44	6.47	33.95					
Services (net) of which:						-33.77	-38.28	-26.49					
Interest						-17.04	-13.25	-12.44					
Fishing Licenses						13.49	13.50	14.05					
Transfers (net)						35.83	35.05	36.61					
Official						39.96	35.69	35.61					
Private						-4.13	-0.64	1.00					
* Excluding fourth quarter data. Source: Ministry of Finance.													

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**[Write narrative about situation before 1992.]** In 1992, the current account deficit climbed sharply, due mainly to the poor performance of the trade balance (deficit of \$77 million) while the services and transfers accounts remained relatively stable. Cashews, the leading foreign currency earner, suffered a strong setback, posting \$3 million in earnings while the original projection was \$15 million. This decline in export earnings was the result of cashew exporters holding back their exports in protest against the high level of export tax. **[UPDATE: The sharp rebound in exports during the first three quarters of 1993 [update] reflects the expectation that the exporters will bring their product out of the warehouses. The release of stocks on the market, will in turn result in a sharp reduction in the 1993 current account deficit.]** Note that the economy is heavily dependent on fishing licenses (used in industrial fishing) and official transfers. Industrial fishing licenses are an important source of revenue, since foreign fleets fish extensively in the waters of Guinea Bissau. As to official transfers, were donor support to drop precipitously, Guinea Bissau would have little chance of reaching its economic and democracy goals.

Data gaps: **[Write about data gaps; if none exist, state that none exist]**

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- (6) Goal Indicator 6. Sustainable: For each year during the period 1993-1998, the gap between government (tax) revenues and expenditures is reduced by at least 3 percent a year.

Year	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998
Tax Revenue (billions of current pesos)						56.3	60.2	169.0					
Current Expenditure (billions of current pesos)						172.2	236.0	302.8					
Tax Revenues/Expenditures (percent)						32.6	25.5	55.0					
Annual Percent Change								218.0					
Source: Ministry of Finance.													

[Write narrative about pre-1992 developments.] The strong performance in 1993 reflects the government's announced decision to step up its efforts in collecting the previous year's tax import credits and in eliminating most tax exemptions. The Government expects that tax revenue will be further increased in 1994 by the anticipation of increased cashew exports that will result in the release of stocks that have been withheld from the market because of the high export tax on that product. [Write narrative on current expenditure tax revenues as percentage of expenditures.]

Data gaps: [Write about data gaps; if none exist, state that none exist]

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**[Write narrative about pre-1992 developments; revise 1993 figures; calculate 1994-1998 based on 4 percent annual growth rate. Discuss individual commodity exports.]** In 1992, cashew export earnings declined 78 percent from their previous year's level. This decline was attributed to a decline in world cashew price and the retention of cashews from the market because exporters believed the export tax (20 percent in 1992) to be excessive. **[Discuss anticipations of changes in export tax and likely impact.]**

Exports other than cashews have not shown consistent performances but are expected to improve in the next few years as the TIPS project helps to boost their respective production levels. TIPS also expects to help organize export marketing sub-sectors. The registered export levels of fruits and vegetables are still insignificant, and therefore are reported in the "other" category. Exports of fruit are expected to increase in 1994 as a result of a USAID-financed pilot mango project that exports mangoes to Portugal. By 1998, USAID estimates that mangoes will account for between \$1.0 and \$1.5 million in total export earnings.

**[Write narrative about pre-1992 developments in capital goods imported.]**

- (7) Goal Indicator 7. Domestic Trade (Formal Sector): By 1998, the number of commercial firms registered will have increased by 25 percent over the number of commercial firms registered in 1992.
- (8) Goal Indicator 8. Domestic Trade (Semi-formal Sector): By 1998, the number of applications for stalls will have increased by 25 percent over the number of applications for stalls in 1992.
- (9) Goal Indicator 9. Domestic Trade (Informal Sector): By 1998, the number of rural households reporting (i) money income, (ii) part of production sold, and (iii) part of consumption purchased increased by 25 percent over the 1992 levels.

Year		1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998
7. Formal Sector. By 1998, the no. of commercial firms registered will have increased by 25 percent over the 1992 level.	No.							1,919						
	Index							100						125
8. Semi-formal Sector. By 1998, the no. of applications for stalls at formal markets will have increased by 25 percent over the 1992 level.	No.													
	Index							100						125
9. Informal Sector. By 1998, the no. of rural households reporting (i) money income, (ii) part of production sold, and (iii) part of consumption purchased will have increased by 25 percent over the 1992 level.	No.													
	Index							100						125
Source: Ministry of Commerce.														

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*Formal Sector:*

[Formal Sector: Write narrative about no. of commercial firms registered before 1992. Revise number for 1992 and include number for 1993. Calculate data for 1994 based on an average annual growth rate of 4%.]

*Semi-Informal Sector:*

A recent USAID study on the informal sector in Guinea Bissau (Crowley, 1993) showed that the indicator for the semi-formal sector will be difficult to track because stalls at formal markets in both urban and rural areas are surrounded by informal operators. TIPS Project Component Leaders plan to review this study with the view to establish a new indicator for the semi-formal sector.

*Informal Sector*

Based on the inapplicability of the World Bank household survey and the discontinued sponsorship of such surveys by USAID, the informal sector indicator is no longer valid; TIPS Project Component Leaders are also reviewing the aforementioned USAID study in order to establish a new indicator for informal sector activity.

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- (10) Goal Indicator 10. External Trade: By 1998, total export earnings from cashews, wood and wood products, fish and fish products, fruits and vegetables will have increased by 25 percent over their 1992 levels.
- (11) Goal Indicator 11. External Trade: By 1998, the productive input component of imports (capital goods) increased will have increased by 25 percent over their 1992 level.

Year	1986	1987	1988	1989	1990	1991	1992	1993*	1994	1995	1996	1997	1998
9. Total Export Earnings (US\$ millions/fob)						20.4	6.5	38.4					
Cashews						14.1	3.0	30.4					125
Fish and Fish Products						2.6	0.8	0.9					
Wood and Wood Products						1.4	1.3	1.1					
Fruits and Vegetables <u>a/</u>	na												
Other						2.4	1.3	6.1					
TOTAL Export Index							100	590					125
10. Capital Goods Imported (US\$ millions)							26.3	32.2	31.5				
Index							100	99					125
* Estimated. <u>a/</u> Data are included in the "other" export product category due to insignificant levels. Source: Central Bank.													

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- (12) Goal Indicator 12. Investment: By 1998, the number (value) of domestic applications approved and implemented in the critical growth sub-sectors under the new investment code adopted in 1991 will have increased by 100 percent over their 1992 levels.
- (13) Goal Indicator 13. Investment: By 1998, private investment will have increased to about 5 percent of GDP.

Year	1992	1993	1994	1995	1996	1997	1998
No. of foreign and domestic applications approved and implemented in the critical growth sub-sectors under new investment code.							
	100						200
Private investment as percentage of GDP							5
Source: Ministry of Finance.							

According to the Investment Promotion Department in the Ministry of Finance, both local and foreign investors are demonstrating their confidence in the economy. Investment applications for [Number] of firms were approved in 1992. Data at the sub-sector CGS matrix level were not available.

According to USAID, the private investment as a percentage of GDP indicator will be difficult to obtain. Therefore, TIPS Project Component Leaders are in the process of defining a more appropriate indicator.

Data gaps: Investment applications for firms at the sub-sector CGS matrix level.

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1

3. External Factors

a. IMF and World Bank Stabilization Plans

[Report on status of GOGB's continuing efforts to implement IMF and World Bank stabilization plans, structural adjustment, and other economic reform programs.]

b. Transformation to Multi-Party Democracy

[Report on whether or not Guinea Bissau is proceeding with orderly political transformation to multi-party democracy.]

c. Donor Support

[Report on whether or not donor support is continuing at approximately the current levels.]

d. Weather Disturbances

[Report on incidence of serious drought or delay in arrival of rain (or not).]

e. World and Domestic Prices in Critical Growth Sectors

[Report on whether or not world and domestic prices continue to justify increased trade and investment in critical growth sectors.]

f. Donor/GOGB Support for Physical Infrastructure

[Report on whether or not donor/GOGB support for physical infrastructure (roads, bridges, ports, telecommunications, etc.) is maintained at least at existing levels.]

g. Donor/GOGB Support for Social Sectors

[Report on whether or not donor/GOGB support for social sectors is expected to increase significantly in the medium term or not.]

h. Domestic and/or International Financing

[Report on whether or not domestic and/or international financing for trade and investment is available.]

## D.2. REPORT ON CONTRACT PRIMARY OBJECTIVE

### 1. Introduction

The TIPS Report on Contract Primary Objective has been undertaken for two principle reasons: (i) to comply with USAID contract reporting requirements, and (ii) to present a comprehensive understanding by TIPS Project Component Leaders of the historical levels and current situation of economic activity in Guinea Bissau. A standardized system for reporting on the historical trends and the current situation of economic activity in each of the CGS matrix cells was designed using a sectoral approach. This approach enables the analysis of private sector activity in each of the products in the CGS matrix according to the specific areas of economic activity, which are also outlined in the CGS matrix. The general areas of CGS economic activity (i.e., commerce and services) were addressed in Part D.1, Report on Contract Goal.

The remaining sections of this Report on Contract Primary Objective are organized according to each of the six CGS products (rice, cashews, fruit, vegetables, forestry products, and fish) and present outlines for data to be completed. For each product, an outline for an overview is provided on the world's major producers, consumers, prices, and stocks. This information is followed by an outline to be completed on the description of the six CGS areas of economic activity in Guinea Bissau (production, processing, marketing/ domestic, marketing/export, commerce, and services) as these areas relate to the particular product under discussion. For example, Section 2 of this part of the report presents outlines to be completed for the following information on rice: data for world production, consumption, prices and stocks; data for Guinea Bissau rice production, consumption, imports, exports, stocks, and prices; and information on Guinea Bissau rice processing, domestic and export marketing, commerce and services.

Data sources and a bibliography of the documents reviewed are will also be presented at the end of each section, which once completed will facilitate future reference by both Project Component Leaders and consultants who will be hired by TIPS to undertake specific tasks laid out in the Annual Work Program. As instructed by the USAID/Guinea Bissau Mission Director, data to be completed in this report should be based solely on information available through secondary sources, most of which are available at the USAID Library and identified using the INMAGIC system. Other documents, such as those containing historical time-series data, can be obtained obtained from other donor agencies in Bissau.

2. Rice

a. World

i. World Rice Production

Year a/ Country	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93 b/
Guinea Bissau							
...							
...							
...							
World							

a/ Data are for crop year (month - month), expressed in tons.  
b/ Estimated.  
Source: ...

ii. World Rice Consumption

Year a/ Country	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93 b/
Guinea Bissau							
USA							
...							
...							
World							

a/ Data are for crop year (month - month), expressed in tons.  
b/ Estimated.  
Source: ...

iii. World Rice Stocks

Year a/ Country	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93 b/
Guinea Bissau							
USA							
...							
...							
...							
World							

a/ Data are for crop year (month - month), expressed in tons.  
b/ Estimated.  
Source: ...

iv. World Rice Prices

Year	1986	1987	1988	1989	1990	1991	1992	1993	1994 a/	1995	1996
Price b/											

a/ Forecast.  
b/ Price data is for [description of price, i.e., No. 2 yellow corn, f.o.b. USA], expressed in US dollars a ton.  
Source: ...

v. World Summary Table

Year a/	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93 b/
Production							
Consumption							
Stocks							
Price							

a/ Data are for crop year (month - month), expressed in tons.  
b/ Estimated.  
Source: ...

b. Guinea Bissau

i. Guinea Bissau Rice Production, By Region

Year a/ Region	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93 b/
I Biombo							
II Cacheu							
III Oio							
IV Bafatá							
V Gabu							
VI Quinará							
VII Tombali							
VIII Bolama							
IX Saab							
X Others							
Total							

a/ Data are for crop year (month - month), expressed in tons.  
b/ Estimated.  
Source: ...

ii. Guinea Bissau Rice Prices

Year a/ Price	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93 b/
Producer							
Wholesale							
Retail							
Import							
Export							
World							

a/ Data are for crop year (month - month), expressed in tons.  
b/ Estimated.  
Source: ...

iii. Guinea Bissau Basic Rice Data

Year a/	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93 b/
Production							
Consumption							
Imports							
Exports							
Stocks							
Prices							

a/ Data are for crop year (month - month), expressed in tons.  
b/ Estimated.  
Source: ...

iv. Production Characteristics

**[Discuss the following: production systems/cost, seasonality, by-products, producer groups and gender. If this type of information is not available, identify data and information gap.]**

v. Processing

**[Discuss the following: technology, agents, cost - value added, location. If this type of information is not available, identify data and information gap.]**

vi. Marketing/domestic

**[Discuss the following: price formation, price information system or availability. If this type of information is not available, identify data and information gap.]**

vii. Marketing/Export

**[Discuss the following: major trading partners, product classification, regulations and procedures, marketing, price information system or availability, timing. If this type of information is not available, identify data and information gap.]**

viii. Commerce

**[Discuss the following: agents, associations, transportation, port facilities, storage, quality control, trade agreements. If this type of information is not available, identify data and information gap.]**

ix. Services

**[Discuss the following: agents, associations, financial. If this type of information is not available, identify data and information gap.]**

c. Data Sources

d. Bibliography

**Author Last Name, First Initial. (19XX), "Document Title". Place of Publication: Publisher.**

3. Cashews

[Present same information as for rice.]

4. Fruit

[Present same information as for rice.]

5. Vegetables

[Present same information as for rice.]

6. Forest Products

[Present same information as for rice.]

7. Fish

[Present same information as for rice.]

1  
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### D.3. REPORT ON ANALYTICAL PLANNING AGENDA

#### 1. Introduction

In addition to fulfilling USAID reporting requirements on TIPS project goal and primary objective, this Report on the Analytical Planning Agenda (AA) lays out a strategic plan for the research activities to be realized during the course of the Annual Work Plan in a standardized manner, so that this approach can be used in future planning assignments.

The AA will be developed by the Project Component Leaders by following three independent, yet linked, steps. First, the potential will be identified for increasing private sector economic activity in the CGS matrix. This potential is described in Section 2 of this particular report and is organized in a manner similar to the information presented in Part D.1, Report on Project Objective (i.e., according to CGS product). Analysis on potential of each cell in the CGS matrix will stem from the information presented in Reports D.1 and D.2. Second, constraints will be identified in each of the following four technical project components: policy, legal and regulatory, judicial and administrative, and direct assistance to the private sector. Other constraints will also be identified which are not classified under one of the four technical project components, and which donors other than USAID will likely address as part of their in-country program. These constraints are presented in Section 3 of this part of the report and, in part, will be identified by using the recently developed TIPS bibliographic data base.<sup>1</sup> The outcome of the analysis on potentials and constraints, coupled with the information presented in Reports D.1 and D.2, will culminate in the third component of the AA, the analytical activities. These activities, which are designed to realize the potential of the CGS matrix cells and alleviate their constraints, are presented in Section 4 of this report.

An example of the information to be presented in this report for rice and other products included in the CGS matrix is as follows: Section 2 presents an outline for information to be completed on will identify the potential for production, processing, domestic and export marketing, commerce and services in Guinea Bissau for each CGS product. Section 3 will identify particular constraints in each of the project components (i.e., policy, legal/regulatory, judicial/administrative, and direct assistance). Section 4 lays out the analytical agenda for the Annual Work Plan, and includes details on the name of the activity, purpose, output, activities, time allotted, person responsible, and the starting and completion dates of the activity. In addition to proposing specific tasks that reflect on the Project Component Leaders' comprehensive understanding of the economic situation in Guinea Bissau, the AA provides time-phased activities that feed directly into the Annual Work Plan.

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<sup>1</sup>For details on the TIPS data base, see *Establishing the TIPS Data Base*, prepared by K. Lippold and D. Nasatir in December 1993.

2. Potential

(1) Rice

- a. Production
- b. Processing
- c. Marketing/domestic
- d. Marketing/Export
- e. Commerce
- f. Services

(2) Cashews

- a. Production
- b. Processing
- c. Marketing/domestic
- d. Marketing/Export
- e. Commerce
- f. Services

(3) Fruit

- a. Production
- b. Processing
- c. Marketing/domestic
- d. Marketing/Export
- e. Commerce
- f. Services

(4) Vegetables

- a. Production
- b. Processing
- c. Marketing/domestic
- d. Marketing/Export
- e. Commerce
- f. Services

(5) Forest Products

- a. Production
- b. Processing
- c. Marketing/domestic
- d. Marketing/Export
- e. Commerce
- f. Services

(6) Fish

- a. Production
- b. Processing
- c. Marketing/domestic
- d. Marketing/Export
- e. Commerce

f. Services

3. Constraints

(1) Policy

(2) Legal/Regulatory

(3) Judicial/Administrative

(4) Direct Assistance

5. Other

4. Analytical Agenda

(1) Activity #1

a. Purpose

b. Output

c. Activities

d. Time Allotted

e. Person Responsible

f. Starting and Completion Dates

(2) Activity #2

a. Purpose

b. Output

c. Activities

d. Time Allotted

e. Person Responsible

f. Starting and Completion Dates

(3), (4), (5), etc.

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#### **D.4. REPORT ON PROJECT LOGICAL FRAMEWORK OUTPUTS**

##### **1. Introduction**

This report describes progress at the level of the four outputs of the logframe. The Technical Component Leaders were provided a copy of the indicators for each output for which they are responsible and were asked to comment on the appropriateness of the indicators and revise them, as they deemed appropriate. It was emphasized that these indicators would be used to measure the direct impact of their technical component areas and that they should therefore be certain that the indicators were fair and accurate measures of impact. Guidelines were also offered to help Component Leaders complete this section.

**[Guidelines: For each of the following topics, describe in a narrative format progress made thus far in getting policies moving. Then, develop a table to measure progress once the indicators have been modified to suit TIPS' needs. See the model matrix in Section 2:**

- **Trade and Investment Policies**
- **Trade and Investment Statutes and Regulations**
- **Adjudication of Trade and Investment Legal and Regulatory Conflicts**
- **Direct Trade and Investment Assistance to the Private Sector]**

2. Matrices of Program Impact

Matrix of Program Impact:  
Direct Assistance to Private Sector Component

Type of Activity & Title	# Projected for: Period	# Done During period	# Done in project to date	LOP Goal
Training programs for entrepreneurs provided by Chamber or other entities				
Newsletters, research/market reports and other reports provided by Chamber or other entities				
Promotional Material Provided by Chamber and/or GAI				
T & I Missions Executed by Chamber and/or GAI				
CGS Studies, Analyses, etc. Conducted (by private sector)				

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## E. CONSULTANT REPORTS AND DEBRIEFINGS

According to Wisecarver's memorandum of January 11, 1994 and the TIPS contract, USAID/Bissau has not yet received any reports on short-term consultants. For each consultant travelling to Guinea Bissau, these reports are to be submitted at least two weeks prior to travel of the consultant, if possible, and should include a detailed scope of work and biodata information. This information will be reviewed by USAID/Bissau, and if appropriate, the relevant Guinea Bissau counterpart, and country clearance will be formally communicated to the contractor.

At least one day prior to departure the consultant is required to present an oral debriefing to USAID, and, as appropriate, to the relevant Guinea Bissau counterpart. According to Wisecarver's memorandum, this report should summarize actual achievements versus planned activities, and provide a detailed list of follow-up actions to be performed by the counterparts, the Contractor, and USAID/Bissau. No later than two weeks from departure the Contractor is required to furnish to USAID/Bissau final copies of the report in both English and Portuguese.

TIPS Project Component Leaders should follow these guidelines set forth in the contract when contracting short-term consultants. Each report should be numbered and dated to provide a good record, and should be filed in the TIPS filing system.

## F. ANNUAL TRAINING REPORT AND PLAN

According to Wisecarver's memorandum of January 11, 1994, although no overall training plan is specifically called for under the TIPS contract, the contractor is required to furnish a scope of work, travel plans/itineraries, and a detailed "final event report" that summarizes actual achievements versus planned achievements. This report is also to include attachments that were specifically developed for the event. In order to avoid submitting multiple copies of these reports, USAID is requesting, as an attachment to the Annual Work Plan, an overall Annual Training Plan. This plan will include formal participant training as well as observational tours/trade missions, seminars, workshops, etc. Training should be organized under two general headings: Offshore and In-Country.

The sample input form included in Annex B includes most of the information required for this report. Therefore, the report can be generated using the Project Manager software. For complete details on the schedule of due dates for this report, see Annex A.

## G.1. REPORT ON PARTICIPATION

### 1. Reporting Methodology

Virtually all TIPS documentation places great emphasis on the importance of integrating high degrees of participation in the development and implementation of policies in Guinea-Bissau. It is always viewed as an essential ingredient to sustainably increasing trade and investment and appears to sometimes be viewed as an attractive end in itself. Accordingly, it appears that TIPS should attempt to track participation on two levels:

- (1) the degree to which TIPS activities effectively stimulate and incorporate wide participation; and
- (2) the degree to which overall participation in policy-making actually increases.

The TIPS reporting system should attempt to collect data along similar lines: it should address the level of success that TIPS is having in integrating participation, and whether or not the nature and degree of participation is changing.

In the case of the change in reporting on the degree of participation, TIPS may wish to launch a knowledge, attitudes, and practices survey to measure the degree of participation in Guinea-Bissau and/or local attitudes towards participation. This could be repeated periodically throughout the project to track changes in participation at whatever levels TIPS finds useful.

In the case of reporting on the level of success in integrating participation, TIPS should establish a system that records for each TIPS-sponsored event that would report on the participating institutions and individuals. A data base should be established that maintains records on the participation of individuals and organizations to understand the breadth of participation; such a data base would also avoid double counting. The same data base will be used to maintain participation data disaggregated by sex to meet USAID Women in Development (WID) reporting requirements. The basic parameters of how TIPS might approach these issues are outlined below.

## 2. Reporting Process

- a. Seminars, workshops, trainings, study tours: Each participant must fill out Participant ID forms at the outset of each activity.
  - These forms should be entered into the data base immediately.
- b. Community Outreach, public gatherings: The leader will record number of men, the number of women, and the total number of persons present; the name of the town/city where the activity takes place; the component/output; and any institutions represented (including NGOs, government, local governance units).
  - These forms should be entered into data base immediately.

Reports on participation should be completed annually, with updates available continuously. For details on a sample form for reporting participation, see Annex A.

- c. Separate System, connected with (a) and (b).

The Direct Assistance Component of TIPS is presently developing an institutional data base. Each institution in that data base should be coded as it will be in the broader participation data base. TIPS should consider whether or not it wishes to systematically track the institutional development of targeted institutions over the course of the project. If so, standard measures could be developed and applied annually.

## G.2. REPORT ON GENDER ISSUES

### 1. Introduction

To advance on its ambitious objectives, the TIPS project must be sure that it has a complete understanding as possible of the social and economic systems supporting the Critical Growth Sectors. It is essential that the project develop an understanding of how gender issues apply to these systems and constantly incorporate gender concerns in training, outreach, and project design. Since participation is considered perhaps the key cross-cutting tactic to achieving project success, one way that attention to gender issues emerges is in the extent to which TIPS will encourage participation among women of Guinea-Bissau.

The project should include analysis on gender participation in the project as part of its annual reporting cycle. Reporting will have two dimensions, the first will describe the tactics the project will employ to ensure that attention given to gender issues is adequate to achieve project success. The second will measure and report on the extent to which each sex is included in TIPS outreach and participation efforts.

### 2. Proposed Studies

TIPS will launch its conscious gender initiative through a study of Gender Issues in the Critical Growth Sector this coming work plan "year" and will report on its results in the work plan due 9/15/94. Reporting on the extent to which women participate in TIPS will be developed through collection and listing of disaggregated data via the Participation form, described in the prior section.

Upcoming analyses, such as the current study of traditional legal systems by LAI, and the sector analyses contemplated by the Direct Assistance to the Private Sector component of the project should directly address gender as an important aspect of the economic and social systems under study as part of the formal scopes of work.

G.3. LONG-TERM LOCAL HIRE EMPLOYEE POSITION DESCRIPTION PLAN

## V. RECOMMENDATIONS

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### A. MANAGEMENT ISSUES

- The short-term MIS team feels that the last two planning cycles would have benefitted from a greater investment in planning the activities to be undertaken in the year. It appears that the TIPS team views the Annual Work Plan production process as an externally imposed reporting requirement to USAID, rather than a useful planning process to improve implementation. However, the short-term MIS team feels that there is a significant gain to be had from the planning process, regardless of whether or not USAID requires reports. The team does recognize, however, that during the last planning process, more time was spent formatting the report than on its actual content. *Therefore, before the September 15, 1994 planning cycles takes place, it is recommended that the TIPS team allocate a fixed period of time, perhaps in the form of a retreat, to plan for activities to be undertaken in the upcoming year.*
- In each of the two prior Annual Work Plan production processes, only one of the home-office backstop was represented by one of the TIPS partner organizations. However, home-office management places an important implementation role in recruiting staff, contract management, procurement, and general support, and their input could greatly enhance the planning process. *It is therefore recommended that either the TIPS partner organization management participate in the Annual Work Plan planning process by either (a) traveling to Bissau, or (b) receiving an advanced copy of the Annual Work Plan. In this way, the partner organizations can more efficiently plan their interventions and improve inter-organizational coordination.*
- It appears that some ambiguity has existed in the past as to which TIPS partner organizations were responsible for implementing the Annual Work Plan. *It is therefore recommended that responsibilities be clearly defined at the outset. Guidelines should be established for which type of work is pursued for the individual organizations; e.g, SUNY would pursue legal and legislative work and LAI would pursue private sector direct assistance. In cases of technical overlap, Project Component Leaders and home-office backstop managers should communicate on how to proceed.*

## B. TECHNICAL ISSUES

- Although the short-term MIS team recognizes that the TIPS office has recently been established and that many details remain to be smoothed out, computer hardware and software equipment are not configured properly to achieve maximum output. For little cost, these problems could be rectified. For example, printer drivers need to be purchased in order to operate updated versions of word processing software and to enable printing of the Project Manager that was used to create and operate the existing and upcoming Annual Work Plans, and printer accessories need to be purchased to take advantage of font options. *It is therefore recommended that a complete inventory be undertaken of all software and hardware, that compatibility and configuration be checked on all systems in the TIPS office, and the required software and hardware to enable compatibility be purchased.*

At the time of completion of the short-term MIS team visit, both the M&E and MIS local specialists have demonstrated a mature command over the data entering and editing functions of the Project Manager software in loading the 1994 Annual Work Plan. Throughout said period, both local specialists have worked exclusively on the management and reporting process with special emphasis on the Project Manager. It is recommended that these individuals continue their concentrated efforts on the loading, editing and refinement of the aforementioned plan with special emphasis on the development of customized filters, tables and report formats in form and substance acceptable to USAID. The development of macro functions, the use of the embedded graphics capabilities and the integration of the Project Manager software with word processing, matrix calculation and data base program applications should also be explored. A relatively thorough understanding of these areas will be required in preparation for the Quarterly Progress Reporting sequences to be initiated in mid-April.

In view of the extraordinary time constraints imposed by the March 15th deadline, it is recommended that over-time funds be approved for the continued over-time utilization of the M&E and MIS personnel. Such funds are not likely to exceed 40 additional hours per individual for late night and week-end work loads.

It is recommended that Trade Specialist, Greta R. Boye, and Macro-Economist, Lord Montague, visit Bissau in the month of March to fill any gaps remaining in the Primary Objective Report. Time permitting they will also explore any gaps in the Goal Level Report. In each case, they will draft sections of a manual to be used in subsequent efforts to update the complete data base.

Upon satisfying the AWP94 reporting requirements, the short-term M&E

Specialist , Joao Jose da Silva Fernandes, will determine how best to maximize use of the INMAGIC and D-Base systems installed in successive short-term visits to Bissau. He will work with Alcala Barbosa (a member of the TIPS DBase team) to ensure that the following is accomplished: INMAGIC and Dbase are integrated to the maximum extent possible; relevant USAID library documents are copied and stored in an accessible place at TIPS; staff are trained in the entire system's use; software is placed on enough stations to always be readily accessible. Fernandes will supervise MS La Fleur in assuring that documents are entered in the system in a timely fashion – including the current backlog of documents housed at USAID offices.

A survey of local knowledge, attitudes and practices (KAP) with respect to participation in the political and policy-making process will be designed in order to develop a framework for understanding participation in Bissau and to help track progress over the life of TIPS. The expatriate team will work with local researchers, and perhaps INEP, to develop a sample framework, collect and analyze data to map the cognitive domain, and plan for the actual implementation of the survey. (This survey was recommended as part of the 1/28/94 Rogers/Prudencio memo.)

The Participation KAP Survey will be executed using the team developed in the Participation KAP Survey design. The team will be trained in the methodology, application of related software, and interview techniques necessary to subsequently be able to replicate the study to track progress, using the same sample framework and methodology from the Participation KAP Survey design.

In consideration of gender aspects of the CGS matrix, it is recommended that a locally-hired anthropologist (Lifton or Crowley) will work with a gender analyst familiar with USAID programming and WID standards (Lippold) to develop a very practical management-oriented guide. This guide is intended for use by TIPS managers so that they can structure their activities in a way to achieve maximum impact by incorporating gender concerns. The output of this assignment will include written analyses, supplemented by a guide and workshops. (The proposed level of effort may be modified if it is determined that Lifton already has sufficient data on hand to reduce effort to be devoted to research).

In consideration of Nature Resource Accounts, it is recommended that a consultant visit Bissau to explore the feasibility of initiating the preparation of a set of national accounts with natural resource elements. This effort is meant to complement the soon to be completed national accounts of Guinea Bissau. All the Critical Growth Sectors are directly dependent on the natural resource base. TIPS is concerned that policy makers integrate natural resource concerns in policy-making in ways that are compatible with growth. This could be a first step in enriching the policy dialogue

with respect to sustainable natural resource management. The effort will either be contracted directly through MSI's sub-contract to TIPS, or, if funding is available from EPAT, through MSI's participation in the EPAT consortium. (This activity was recommended as part of the 1/28/94 Rogers/Prudencio memo.)

It has been determined (1/28/94 Rogers/Prudencio memo) that existing goal level indicators #1 and #2 are not useful. Nassatir will consider his December work with the TIPS data base and analyze the available World Bank data set to arrive at replicable indicators to measure the types of changes contemplated by those former indicators. He will perform as much of the analysis as can usefully be completed in the US prior to arrival in Bissau. Additionally, it is recommended that Nassatir come to Bissau to work with local staff, resident survey experts, and institutions such as INEP to train local personnel in the analysis of socio-economic data of the kind used in his earlier analysis. The objective of the effort will be to: (1) develop the skill in the TIPS skill bank to be applied in subsequent survey efforts, and (2) to be the first concrete effort to transfer TIPS MIS to local institutions.

The MSI M&E specialist, F. Richard Gaeta, has reviewed the AWP94 Performance and Technical Reporting requirements with the M&E and MIS local personnel and recommends that, based on the results of the administrative and technical needs assessment of the project, said individuals distribute their respective annual work load assignments among the nine work plans in close consultation with the Contractor, Project Coordinator and Project Component Leaders.

In preparing a Project information needs assessment, it is recommended that significant short-term consultant needs be anticipated; particularly as it may relate to computer access and compatibility among software application packages.

Existing computer processing capability should be reassigned according to current priority administrative and technical applications. Given the unstable power supply conditions affecting the TIPS Project Office, special emphasis must be given to connecting the maximum number of computer stations to uninterrupted power supply equipment.

Plans for future acquisitions should anticipate the need to establish as homogeneous an information environment as possible regarding minimum hardware and software installation standards in such matters as Windows operating systems, interchangeable print drivers and bundled software applications consisting of WordPerfect, Excel, Dbase IV and the Project Manager.

Correspondingly, all Project personnel should be trained in core software applications according to clear performance standards. The training of

Project personnel should be based on a one-on-one tutorial and should constitute a major activity of the MIS local specialist. Towards these ends, a technical reference library should be established providing basic centralized user guide and tutorial references for all core programming applications .

Technical documentation of the TIPS Management and Reporting System should be concise, comprehensive and current.

A standard format for Consultant reports should be established. All reports should include an abstract and recommendations summary. Said summary should be translated and circulated among Project personnel and participating organizations.

At the close of each updating event, a Consultant Report should be generated and distributed among the Project Coordinator, Project Component Leaders and the Administrative/Financial Managers of all Contractor and Subcontractor organizations in order to facilitate the timely preparation of contractual agreements, Scopes of Work, per diem and travel advances and solicitation of country clearances.

**ANNEX A:  
STANDARDIZED INPUT FORMS FOR ANNUAL WORK PLAN**

**I. TIPS 3/15/94 - 12/31/94 Work Plan Activity Entry Form**

**A. Identification and Timing**

1. Activity Name:
2. Applicable Component/Output:
3. Completion Date (must end on a workday):
4. Calendar duration (in days):
5. If dependent on other activity, provide name of other activity and state which activity comes first:

Other activity name:

Which one is first?:

6. Organization responsible for completion of task:

LAI

SUNY

Africare

MSI

LTC

Other

(Specify)

7. Special considerations (e.g. "consultant will work for one week prior to arrival in Bissau"):

**B. Resources to Be used:**

8. Labor (complete table on reverse)
9. Other costs (software, special travel, etc.):

**TIPS 3/15/94 - 12/31/94 Work Plan Activity Entry Form**

Long-Term		Short-Term	
Enter person-days required of each long-term staff		1. Must enter person-work days for each consultant 2. If you know name and rate: enter it 3. If still TBA, specify the organization that will pay the consultant (LAI, SUNY, LTC, Africare, MSI) 4. If you know whether it will be a consultant or employee add suffix C or E - ie LA/C or SUNY/E 5. All oSTL is LA/STL	
Person	Person- work days	Person	Person- work days
			Point of Origin
Expatriate		Expatriate	
LTX1: Blacken		STX1:	
LTX2: Zagonel		STX2:	
LTX3: La Fleur		STX3:	
Local Staff		Local Consultants	
LTL1: Econ		STL1:	
LTL2: M&E		STL2:	
LTL3: Agr. Econ		STL3:	
LTL4: Agri biz		STL4:	
LTL5: Lawyer		STL5:	
LTL6: EXO/GSO		STL6:	
LTL7: Account		STL7:	
LTL8: MIS		STL8:	
LTL9: Training		STL9:	

C. For Training Events Only

10. Type of Training (Circle one)

Course

Seminar/Workshop

Round Table/Conference

Trade Mission/Study Tour

11. Funding Source if not TIPS (Circle One)

AFGRAD

HRDA

ATLAS

Other (name: )

12. Training Location (Circle One): Off-shore

In-Country

13. Estimated number of participants:

14. Hours of training:

15. Direct Package Tuition:

16. Other direct costs (such as insurance):

## II. TIPS Sample Participation Report Form

Note: This form should be completed by all persons participating in TIPS activities, except those involved in community outreach efforts.

### 1. Personal Data

Individual:

Sex:

Ethnicity:

Party Affiliation:

CGS areas of activity (or products engaged in commercially):

Address of Individual (at least town/city of residence):

Institutional affiliation:

Institution is public or private:

List of TIPS activities in which he/she has participated [activity ID codes]:

### 2. Institutional Data

Institutional ID:

TIPS activities with participation [TIPS activity numbers]/[primary TIPS component/output]/[secondary TIPS component/output]:

### 3. Activity Data

TIPS activity ID:

Primary component:

Secondary component:

Nature of activity [training, TA, workshop]:

# men:

# male:

total # persons:

Institutions represented [by Institutional ID code]:

Persons present, if not a community outreach activity.

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## ANNEX A: REPORTING SYSTEM

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This annex presents in a tabular format the reporting system designed during the assignment and contractor's responsibilities. Table A1 shows a chronology of the reporting activities that are to take place throughout the life of the TIPS project and, for each report, describes reporting frequency, name of the responsible contractor, delivery date, and initiation and termination dates. Comments are also included that refer to contractual obligations outlined in the TIPS Contract and Wisecarver's memorandum addressed to M. P. Leiffert of Labat-Anderson Inc., dated January 11, 1994.

Table A1: Reporting Systems and Contractors' Responsibilities

Report Description	Responsibility	Frequency	Report Delivery Date <sup>a/</sup>	Length of Reporting Period (in months)	Calendar Initiation and Termination Dates	Comments
I. Administrative & Financial Reports						
A. Annual Financial Accounting Report	LAI	Annual	[Consult LAI]	[Consult LAI]	[Consult LAI]	[Consult LAI for details]
B. Semi-Annual Administrative Report	LAI	Annual	[Consult LAI]	[Consult LAI]	[Consult LAI]	[Consult LAI for details]
C. Annual Report of US Government Property in Contractors' Custody C.1. Annual Report of US Government Non-Expendable Commodities in Contractors' Custody C.2. Annual Report of US Government Inventoried Property in Contractor's Custody	LAI	Annual	[Consult LAI]	[Consult LAI]	[Consult LAI]	In accordance with FAR 45.106 and AIDAR 752.245-70 requirements, and in Wisecarver's memo of 1/1/94, Sec. F., Art. II, A. (3) and Sec. H, Art. VII, B. of TIPS Contract. Also see attachment of "Annual Report Form" with "Contractor's Certification Statement".
C.3 Annual Plan of Project Non-Expendable Commodities Requirements	LAI/MSI	Annual	Mar 29/94	9	Mar 15/94-Dec 31/94	
			Sep 20/94-97	18	Sep 15/94-Mar 15/96	
					Sep 15/95-Mar 15/97	
10	Sep 15/96-Mar 15/98	Length of reporting period will be extended from 10 to 18 months in event of project continuation.				
Sep 15/97-Jul 14/98						
D. Summary Subcontractor Report	LAI	[Consult LAI]	[Consult LAI]	[Consult LAI]	[Consult LAI]	[Consult LAI]
E. Host-Country Contributions	LAI	As required.	As required.	As required.	As required.	Report should be updated upon contributions.
<sup>a/</sup> The authorized delivery date is not to exceed five working days subsequent to termination date of reporting period. (cont'd)						

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Table A1: Reporting Systems and Contractors' Responsibilities (cont'd)

Report Description	Responsibility	Frequency	Report Delivery Date <sup>a/</sup>	Length of Reporting Period (in months)	Calendar Initiation and Termination Dates	Comments
II. Performance & Technical Reports						
A. Annual Work Plan and Budgets	MSI	Annual	Oct 1/93	12	Oct 01/93-Sep 30/94	Wisecarver memo of 1/11/94 authorizes deviation from Sec. F., Art. II.B.(1) of TIPS Contract.
			Mar 20/94	9	Mar 15/94-Dec 31/94	Wisecarver memo 1/11/94.
			Sep 20/94-97	18	Sep 15/94-Mar 15/96	
					Sep 15/95-Mar 15/97	
				10	Sep 15/96-Mar 15/98	Length of reporting period will be extended from 10 to 18 months in event of project continuation.
B. Quarterly Progress Report	MSI	Retroactive to Mar 15/94	Mar 20/94	9	Oct 01/93-Mar 15/94	None
		Quarterly	Jun 20/94	3	Mar 16/94-Jun 15/94	As stipulated in Sec. F., Art. II.B.(2) of TIPS Contract. Performance compared to calendar year baseline Annual Work Plan and subsequent Rolling Annual Work Plan, as updated in prior adjusted Quarterly Progress Reports.
			Dec 20/94	3	Sep 16/94-Dec 15/94	
			Mar 20/95	3	Dec 16/94-Mar 15/95	
			Jun 20/95	3	Mar 16/95-Jun 15/95	
Dec 20/95	3	Sep 16/95-Dec 15/95				

<sup>a/</sup> The authorized delivery date is not to exceed five working days subsequent to termination date of reporting period. (cont'd)

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Table A1: Reporting Systems and Contractors' Responsibilities (cont'd)

Report Description	Responsibility	Frequency	Report Delivery Date <sup>a/</sup>	Length of Reporting Period (in months)	Calendar Initiation and Termination Dates	Comments
II. B. Quarterly Progress Report (cont'd)	MSI	Quarterly	Mar 20/96	3	Dec 16/95-Mar 15/96	(cont'd)
			Jun 20/96	3	Mar 16/96-Jun 15/96	
			Dec 20/96	3	Sep 16/96-Dec 15/96	
			Mar 20/97	3	Dec 16/96-Mar 15/97	
			Jun 20/97	3	Mar 16/97-Jun 15/97	
			Dec 20/97	3	Sep 16/97-Dec 20/97	
			Mar 20/98	3	Dec 16/97-Mar 15/98	
			July 19/98	4	Mar 16/98-Jul 14/98	
b/ C. Annual Summary Progress Report	MSI	Annual	Sep 20/94	6	Mar 15/94-Sep 15/94	Performance compared to calendar year baseline Annual Work Plan.
			Sep 20/95	12	Sep 15/94-Sep 15/95	
			Sep 20/96	12	Sep 16/95-Sep 15/96	
			Sep 20/97	12	Sep 16/96-Sep 15/97	
			Jul 19/98	10	Sep 16/97-Jul 14/98	Length of reporting period will be extended from 10 to 12 months in event of project continuation.

<sup>a/</sup> The authorized delivery date is not to exceed five working days subsequent to termination date of reporting period.

b/ Semi-Annual Performance reporting requirement was eliminated, as stipulated in Sec. F, Art. II.B.(3) of the TIPS Contract, per Wisecarver's memo of 1/11/94: "...three quarterly reports, followed by an Annual Summary (Progress) Report, which summarize accomplishments of preceding four quarters versus planned activities during the year." (cont'd)

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Table A1: Reporting Systems and Contractors' Responsibilities (cont'd)

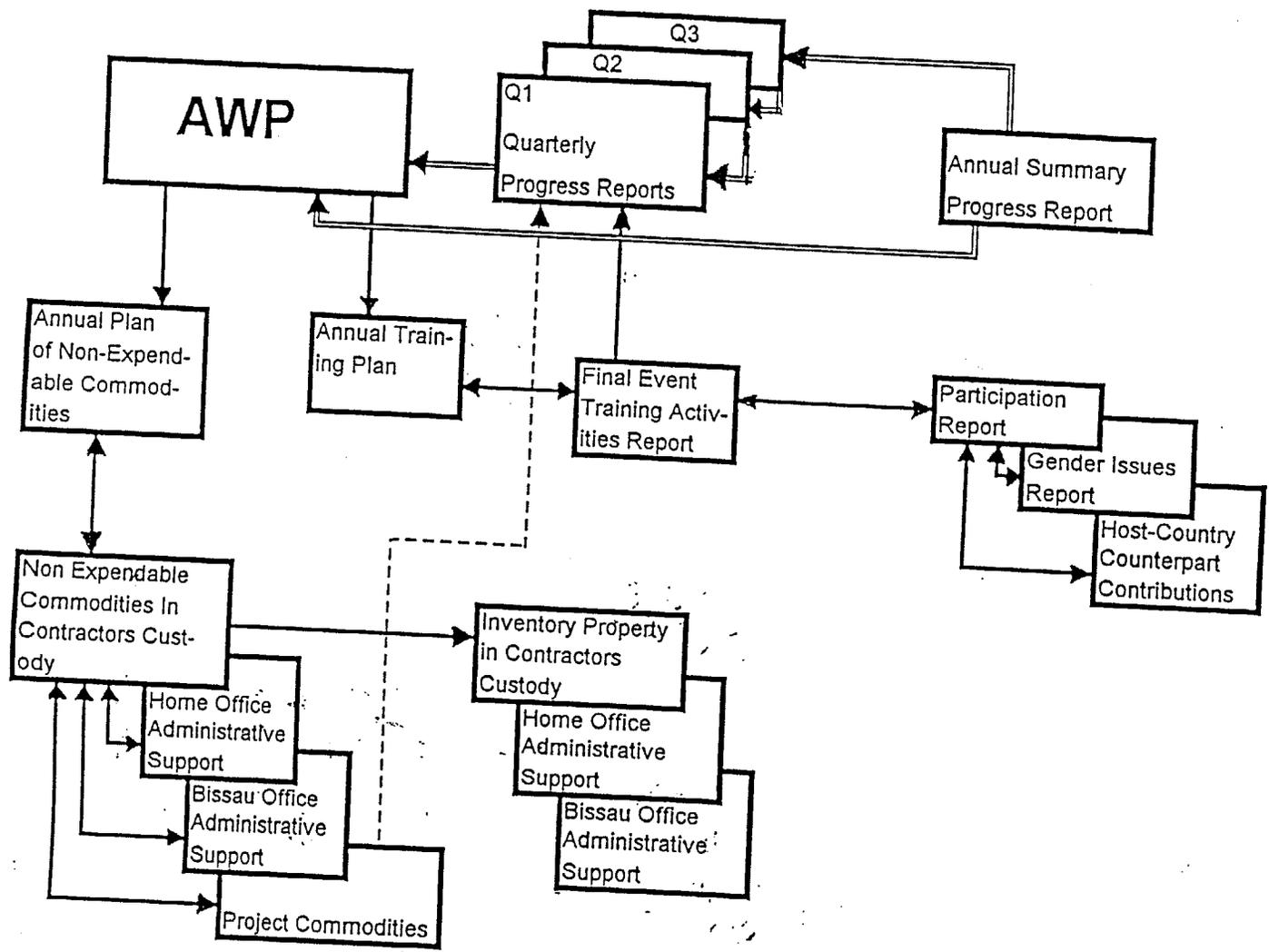
Report Description	Responsibility	Frequency	Report Delivery Date <sup>a/</sup>	Length of Reporting Period (in months)	Calendar Initiation and Termination Dates	Comments
II. D. Specific Reports						
1. Contract Project Goal	MSI	Annual	Mar 20/94	5	Oct 01/93-Mar 15/94	None.
2. Contract Primary Objective			Sep 20/94	6	Mar 16/94-Sep 15/94	None.
3. Analytical Planning Agenda			Sep 20/95	12	Sep 16/94-Sep 15/95	None.
4. Project Logical Framework Outputs			Sep 20/96	12	Sep 16/95-Sep 15/96	See footnote (b).
			Sep 20/97	12	Sep 16/96-Sep 15/97	None.
			Jul 14/98	10	Sep 16/97-Jul 14/98	Length of reporting period will be extended from 10 to 12 months in event of project continuation.
E. Consultant Reports and Debriefings	LAI/MSI	As rec. red.	As required.	As required.	Oct 01/93-Jul 14/98	As per Wisecarver's memo 1/11/94 and Sec. F., Art. II.B.(6) of TIPS Contract.
F.1. Final Event Training Activities Report	LAI	Retroactive to Mar 15/94	Mar 20/94	5	Oct 01/93-Mar 15/94	As per (i) Wisecarver memo of 1/11/94, (ii) FY 1994 "USAID/Guinea Bissau Country Training Plan", (iii) OIT/W Training Advisor R. Raphael's memo to M. Lukomski dated 11/15/93, and (iv) AID Handbook 10.
		As required.	As required.	As required.	Oct 01/93-Jul 14/98	
<sup>a/</sup> The authorized delivery date is not to exceed five working days subsequent to termination date of reporting period. <sup>b/</sup> As per Wisecarver's memo of 1/11/94: "...progress measures included in the Project Logframe, not the full Program Logframe, as stipulated in Sec. C, Art. II.A.4. subpara. 2.11, pages 37 and 38" of TIPS Contract. (cont'd)						

Table A1: Reporting Systems and Contractors' Responsibilities (cont'd)

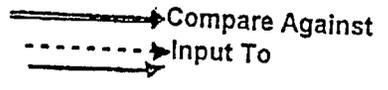
Report Description	Responsibility	Frequency	Report Delivery Date <sup>a/</sup>	Length of Reporting Period (in months)	Calendar Initiation and Termination Dates	Comments
II. F.2. Annual Training Plan	LAI	Annual	Oct 1/93	12	Oct 01/93-Sep 30/94	Wisecarver memo of 1/11/94 authorizes deviation from Sec. F., Art. II.B.(1) of TIPS Contract.
			Mar 20/94	9	Mar 15/94-Dec 31/94	Wisecarver memo 1/11/94.
			Sep 20/94-97	18	Sep 15/94-Mar 15/96	
					Sep 15/95-Mar 15/97	
				10	Sep 15/96-Mar 15/98	Length of reporting period will be extended from 10 to 18 months in event of project continuation.
G. Other Reports						
1. Participation Report	LAI	As required.	As required.	As required.	As required.	Report should be updated upon participation event.
2. Gender Issues Report	LAI	As required.	As required.	As required.	As required.	Report should be updated upon participation event.
3. Long-Term Local Hire Employee Position Description Plan	LAI	Retroactive to Jul 14/98	One-time projection.	n.a.	Oct 01/93- Jul14/98	As per (i) Wisecarver memo of 1/11/94, (ii) Sec. H. Art. IV, B.6 of TIPS Contract, and (iii) AIDAR 722.170.
<sup>a/</sup> The authorized delivery date is not to exceed five working days subsequent to termination date of reporting period.						

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PROJECT MANAGEMENT REPORTING SYSTEM FLOW CHART



Legend:



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## 1994 AWP - ACTIVE FILES

ID	Directory	File Name	Description
1	C:\Winproj\Samples.dde\Word	Consult.mpc	Consultant Calendar (251 available work days)
2		Local.mpc	Local Calendar (199 available work days)
3		Standard.mpc	Standard Calendar (209 available work days)
4		Iawp94.mpp	AWP94 - Subproject Part I - Goal Level
5		IIawp94.mpp	AWP94 - Subproject Part II - Primary Objective
6		IIIawp94.mpp	AWP94 - Subproject Part III - Project Logframe
7		IVawp94.mpp	AWP94 - Subproject PART III - Analytic Strategic Planning Agenda
8		Vawp94.mpp	AWP94 - Subproject Part V - Trade and Investment Policies
9		VIawp94.mpp	AWP94 - Subproject Part VI - T&I Statutes and Regulations
10		VIIawp94.mpp	AWP94 - Subproject Part VII - Legal and Administrative Adjudication
11		VIIIawp4.mpp	AWP94 - Subproject Part VIII - Direct Private Sector Support
12		IXawp94.mpp	AWP94 - Subproject Part IX - Reports and Reporting Systems
13			Tipsyr1.mpp
14	C:\Projwor.tip	Stdcost1.xls	Standard Costs Schedule for Project Technical Personnel used in AWP94 Budget Projection
15		Persmth.xls	Person Month Normalization Table

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TIPS Project Personnel Standard Costs Schedule 1994 Annual Work Plan (3/15/94 - 12/31/94)

ID	Group	WP	Code	Description	Title	Name	Sex	Initials	US\$/Month	US\$/Day
1	MSI	V	LTX1	Long Term Expatriate	Policy Component Leader	Blacken, John	M	JB	\$15,600.00	\$720.00
2	SUN	VI-VII	LTX2	Long Term Expatriate	S&R Component Leader	Zagonel, Lourival	M	LZ	\$8,400.00	\$387.69
3	LAI	VIII	LTX3	Long Term Expatriate	Private Sector Component Leader	LaFluer, James	M	JLF	\$12,500.00	\$576.92
4	MSI		LTL1	Long Term Local	Economist				\$2,000.00	\$92.31
5	MSI	IX	LTL2	Long Term Local	M&E Expert	Fernandes, Joao	M	JJF	\$2,000.00	\$92.31
6	LAI		LTL3	Long Term Local	Ag Economist				\$1,600.00	\$73.85
7	LAI		LTL4	Long Term Local	Agribusiness Expert				\$2,100.00	\$96.92
8	LAI		LTL5	Long Term Local	Lawyer				\$2,100.00	\$96.92
9	LAI	IX	LTL6	Long Term Local	EXO/GSO	Brentnall, Violetta	F	VNB	\$1,400.00	\$64.62
10	LAI		LTL7	Long Term Local	Accountant				\$1,400.00	\$64.62
11	LAI		LTL8	Long Term Local	Computer/MIS Specialist	Jamanca, Carlos S.	M	CSJ	\$1,600.00	\$73.85
12	AFR		LTL9	Long Term Local	LT Training Specialist				\$2,000.00	\$92.31
13	LAI		STXC	Short Term Expatriate Consultant					\$7,800.00	\$360.00
14	MSI	IX	STXC1	Short Term Expatriate Consultant	Trade Analysis Specialist	Boye, Greta R.	F	GRB	\$8,700.00	\$401.54
15	MSI	IX	STXC2	Short Term Expatriate Consultant	M&E Consultant	Gaeta, F. Richard	M	FRG	\$8,700.00	\$401.54
16	SUN		STXC1	Short Term Expatriate Consultant	Legislation Specialist				\$9,900.00	\$456.92
17	LTC		STXC	Short Term Expatriate Consultant					\$9,000.00	\$415.38
18	AFR		STXC	Short Term Expatriate Consultant					\$9,200.00	\$424.62
19	LAI	IX	STXE1	Short Term Expatriate Employee	LAI Project Manager	Leiffert, Peter	M	PL	\$13,500.00	\$623.08
20	MSI	IX	STXE1	Short Term Expatriate Employee	Management /Policy Specialist	Renzi, Mark	M	MR	\$14,100.00	\$650.77
21	MSI	IX	STXE2	Short Term Expatriate Employee	MSI Project Manager	Koen-Grant, Julie	F	JKG	\$14,100.00	\$650.77
22	SUN		STXE	Short Term Expatriate Employee					\$11,700.00	\$540.00
23	LTC		STXE	Short Term Expatriate Employee					\$13,000.00	\$600.00
24	AFR	IX	STXE1	Short Term Expatriate Employee	ST Training Specialist	Noble, William P.	M	WPN	\$13,000.00	\$600.00
25	LAI		STL0/TBD	Short Term Local					\$1,300.00	\$60.00
26	LAI		STL1/TBD	Short Term Local					\$1,300.00	\$60.00
27	LAI		STL2/TBD	Short Term Local					\$1,300.00	\$60.00
28	LAI		STL3/TBD	Short Term Local					\$1,300.00	\$60.00
29	LAI		STL4/TBD	Short Term Local					\$1,300.00	\$60.00
30	LAI		STL5/TBD	Short Term Local					\$1,300.00	\$60.00
31	LAI		STL6/TBD	Short Term Local					\$1,300.00	\$60.00
32	LAI		STL9/TBD	Short Term Local					\$1,300.00	\$60.00
33	LAI		STL10/TBD	Short Term Local					\$1,300.00	\$60.00
34	LAI		STL12/TBD	Short Term Local					\$1,300.00	\$60.00
35	LAI		STL13/TBD	Short Term Local					\$1,300.00	\$60.00
36	LAI		STL14/TBD	Short Term Local					\$1,300.00	\$60.00
37	LAI		STL16/TBD	Short Term Local					\$1,300.00	\$60.00
38	LAI		STL17/TBD	Short Term Local					\$1,300.00	\$60.00
39	LAI		STL19/TBD	Short Term Local					\$1,300.00	\$60.00
40	LAI		STL20/TBD	Short Term Local					\$1,300.00	\$60.00

Continued

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## TIFS Project Personnel Standard Costs Schedule 1994 Annual Work Plan (3/15/94 - 12/31/94)

ID	Group	WP	Code	Description	Title	Name	Sex	Initials	US\$/Month	US\$/Day
41	LAI		STL21/TBD	Short Term Local					\$1,300.00	\$60.00
42	LAI		STL22/TBD	Short Term Local					\$1,300.00	\$60.00
43	LAI		STL23/TBD	Short Term Local					\$1,300.00	\$60.00
44	LAI		STXC1/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
45	LAI		STXC2/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
46	LAI		STXC3/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
47	LAI		STXC4/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
48	LAI		STXC5/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
49	LAI		STXC7/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
50	LAI		STXC9/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
51	LAI		STXC10/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
52	LAI		STXC11/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
53	LAI		STXC12/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
54	LAI		STXC13/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
55	LAI		STXC14/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
56	LAI		STXC15/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
57	LAI		STXC16/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
58	LAI		STXC17/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
59	LAI		STXC18/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
60	LAI		STXC19/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
61	LAI		STXC20/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00
62	LAI		STXC21/TBD	Short Term Expatriate Consultant					\$7,800.00	\$360.00

- Note:
- Standard costs do not include the costs of post differential, COLA and all other ODC's.
  - US\$ Monthly rate \*12 months / 260 Annual Workdays = US\$ Daily Rate
  - All costs are approximate and based on standard costs of fully burdened technical assistance personnel. U.S. office costs are not included. Home office backstopping costs, whether for technical or administrative/logistics purposes, in the U.S. or in Bissau, are not included. Travel and per diem, allowances and differentials and other direct costs are not included.
  - Standard Cost schedule for Project Personnel is based on AWP94 (10/93 - 9/94).
  - When assigning available work days to LTX staff it is important to assure that total amount of available work days be adjusted downward to incorporate twelve (12) vacation days, as well as an additional 20% reduction in the technical work load of Project Component Leaders (LTX1, LTX2 and LTX3) due to subcomponent administrative activities. An additional 10% reduction in the technical work load is assigned to the Project Coordinator (LTX1) due to Master Project administrative activities.

**PERSON MONTH NORMALIZATION TABLE**  
( March 15, 1994 - December 31, 1994)

Person Months Fraction (PM)	OFF-SHORE CONSULTANT		LOCAL PERSONNEL		
	STXC (26.42)	STXE (26.42)	STL (20.95)	LTX (20.95)	LTL (20.95)
0.05	1.32	1.32	1.05	1.05	1.05
0.10	2.64	2.64	2.10	2.10	2.10
0.15	3.96	3.96	3.14	3.14	3.14
0.20	5.28	5.28	4.19	4.19	4.19
0.25	6.61	6.61	5.24	5.24	5.24
0.30	7.93	7.93	6.29	6.29	6.29
0.35	9.25	9.25	7.33	7.33	7.33
0.40	10.57	10.57	8.38	8.38	8.38
0.45	11.89	11.89	9.43	9.43	9.43
0.50	13.21	13.21	10.48	10.48	10.48
0.55	14.53	14.53	11.52	11.52	11.52
0.60	15.85	15.85	12.57	12.57	12.57
0.65	17.17	17.17	13.62	13.62	13.62
0.70	18.49	18.49	14.67	14.67	14.67
0.75	19.82	19.82	15.71	15.71	15.71
0.80	21.14	21.14	16.76	16.76	16.76
0.85	22.46	22.46	17.81	17.81	17.81
0.90	23.78	23.78	18.86	18.86	18.86
0.95	25.10	25.10	19.90	19.90	19.90
1.00	26.42	26.42	20.95	20.95	20.95

## Note:

STXC: Short Term Expatriate Consultant  
 STXE: Short Term Expatriate Employee  
 STL: Short Term Local Personnel  
 LTX: Long Term Expatriate Personnel  
 LTL: Long Term Local Personnel

## Off- Shore Consultant:

292 elapsed days (3/15/94 - 12/31/94) less 41 sundays equals 251 workdays  
 divided by 9.5 months equals 26.42 workdays per month.

## Local Personnel:

292 elapsed days (3/15/94 - 12/31/94) less 41 sundays, less 42 saturdays and  
 less 10 holidays equals 199 workdays divided by 9.5 month which equals  
 20.95 workdays per month.

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Table A6

**TIPS Personnel Time Available for Working Plan 1994**  
(Working Days/Person)

Name	Code	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
John Blacken	LTX1	8	12	13	13	12	13	13	12	12	6	114
James LaFleur	LTX2	10	16	17	18	16	18	17	16	15	7	150
Lourival Zagonel	LTX3	10	16	17	18	16	18	17	16	15	7	150
	STXC	15	26	26	26	26	27	26	26	26	27	251
	STLC/E	15	26	26	26	26	27	26	26	26	27	251
	STLE	12	19	20	21	19	21	20	19	18	18	187
	LTL	12	19	20	21	19	21	20	19	18	18	187

**Assumptions:**

1. LTX1 will devote 60% of his time to WP94.
2. Both LTX2 and LTX3 will devote 80% of their time to WP94.
3. December is considered the month for 12 days expatriate employees' vacations.
4. Local employees' vacations are being discounted 1 day per month.
5. Short term local employees (STLE) follow LTL working calendar.
6. Short term local consultant (STLC) follow STX working calendar.
7. December is assigned the balance of 3 annual vacation days to LTL and STLE personnel

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**ANNEX B:  
STANDARDIZED INPUT FORMS FOR ANNUAL WORK PLAN**

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**I. TIPS 3/15/94 - 12/31/94 Work Plan Activity Entry Form**

**A. Identification and Timing**

1. Activity Name:
2. Applicable Component/Output:
3. Completion Date (must end on a workday):
4. Calendar duration (in days):
5. If dependent on other activity, provide name of other activity and state which activity comes first:

Other activity name:

Which one is first?:

6. Organization responsible for completion of task:

LAI

SUNY

Africare

MSI

LTC

Other

(Specify)

7. Special considerations (e.g. "consultant will work for one week prior to arrival in Bissau"):

**B. Resources to Be used:**

8. Labor (complete table on reverse)
9. Other costs (software, special travel, etc.):

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**TIPS 3/15/94 - 12/31/94 Work Plan Activity Entry Form**

Long-Term		Short-Term	
Enter person-days required of each long-term staff		1. Must enter person-work days for each consultant 2. If you know name and rate: enter it 3. If still TBA, specify the organization that will pay the consultant (LAI, SUNY, LTC, Africare, MSI) 4. If you know whether it will be a consultant or employee add suffix C or E - ie LAI/C or SUNY/E 5. All STL is LAI/STL	
Person	Person- work days	Person	Person- work days
			Point of Origin
Expatriate		Expatriate	
LTX1: Blacken		STX1:	
LTX2: Zagonel		STX2:	
LTX3: La Fleur		STX3:	
Local Staff		Local Consultants	
LTL1: Econ		STL1:	
LTL2: M&E		STL2:	
LTL3: Agr. Econ		STL3:	
LTL4: Agri biz		STL4:	
LTL5: Lawyer		STL5:	
LTL6: EXO/GSO		STL6:	
LTL7: Account		STL7:	
LTL8: MIS		STL8:	
LTL9: Training		STL9:	

C. For Training Events Only

10. Type of Training (Circle one)

Course

Seminar/Workshop

Round Table/Conference

Trade Mission/Study Tour

11. Funding Source if not TIPS (Circle One)

AFGRAD

HRDA

ATLAS

Other (name: )

12. Training Location (Circle One): Off-shore In-Country

13. Estimated number of participants:

14. Hours of training:

15. Direct Package Tuition:

16. Other direct costs (such as insurance):

## II. TIPS Sample Participation Report Form

Note: This form should be completed by all persons participating in TIPS activities, except those involved in community outreach efforts.

### I. Personal Data

Individual:

Sex:

Ethnicity:

CGS areas of activity (or products engaged in commercially):

Address of Individual (at least town/city of residence):

Institutional affiliation:

Institution is public or private:

List of TIPS activities in which he/she has participated [activity ID codes]:

### 2. Institutional Data

Institutional ID:

TIPS activities with participation [TIPS activity numbers]/[primary TIPS component/output]/[secondary TIPS component/output]:

### 3. Activity Data

TIPS activity ID:

Primary component:

Secondary component:

Nature of activity [training, TA, workshop]:

# men:

# male:

total # persons:

Institutions represented [by Institutional ID code]:

Persons present, if not a community outreach activity.

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ANNEX C:  
WISECARVER'S MEMORANDUM OF 1/11/94

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USAID  
Agency for International Development  
Bissau, Guinea-Bissau

January 11, 1994

Mr. M. Peter Leiffert  
Labat-Anderson, Incorporated  
2200 Clarendon Blvd, Suite 900  
Arlington, Virginia 22201

Subj: Contract No. 624-0021-C-00-3080-00 Clarification of Reporting,  
Contract Deliverables, and Annual Work Plan Requirements

Dear Mr. Leiffert:

Now that the dust has settled on the initial planning exercise, and following your extensive discussions with USAID Bissau regarding contract requirements, technical directions, reporting, work plan format, etc., I would like to provide the following information/clarifications regarding several aspects of the subject contract's terms and conditions. This letter will thus serve to formalize and provide contracting officer concurrence in first year reporting requirements and in other actions undertaken by LAI in conjunction with the Contracting Officer's Technical Representative (COTR). It will also serve to clarify contract and Mission requirements concerning non-expendable commodity purchases, training activities, recruitment and classification of local hire personnel, and short-term consultancies. LAI and USAID Bissau have already done considerable work on these issues. The intent of this letter is to provide further, specific guidance so that all parties are clear on what is required under the contract and in the Annual Work Plans.

Annual Work Plan Submission

Realizing the difficulties of initial project start-up and of developing a detailed, long-term work plan prior to the arrival of all long-term expatriate personnel, I concur in a deviation from Section F., Article II.B.(1) concerning the submission of the first work plan and budget. Instead of an initial two-year work plan and associated budget, LAI is authorized to produce a first year work plan covering a twelve month period, from October 1, 1993 through September 30, 1994. However, LAI is to produce a revised and refined work plan (due March 15, 1994 covering the period March 15, 1994 through December 31, 1994.) Subsequently, LAI is to develop and submit 18 month annual work plans, as stipulated in the contract, by September 15 of each contract year.

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Mr. Leiffert Page 2

Following discussions between LAI and USAID Bissau regarding the level of reporting required beyond the mission's logframe, I also concur in LAI's reporting requirements for progress measures included in the Project logframe, not the full program logframe as stipulated in Section C, Article II.A.4, subparagraph 2.11 (pages 37 and 38). We will accordingly amend this language in an upcoming contract modification.

#### Quarterly Progress Reports and Annual Performance Reports on Annual Work Plan Implementation Status

As stipulated in Section F., Article II.B.(2), and per LAI's first annual work plan, Quarterly Progress Reports will be due during the course of the first contract year (on 3/15/94, 6/15/94, etc.) as well as in subsequent years. These quarterly reports could be prepared by setting up the present written AWP in a relational database and simply adding a "status" column or additional field(s) beside each contract objective, purpose, output, and planned activity, as specified in the Annual Work Plan. Progress toward the achievement of each element in this "status" column or text field would then be recorded for each quarter (notations could include date activity/output/purpose/objective is achieved and exact nature of the achievement, "in progress" or "not done"). This column/text field would also identify problems/constraints which were encountered during the quarter and would recommend necessary adjustments to mitigate or address these constraints during the next reporting period, as well as contain other information specified in subparagraph B.(2) of Article II (see Page 70)

✓ Following discussions with USAID Bissau, I hereby eliminate the contract requirement (Section F., Article II.B.(3) for separate "Semi-Annual Performance Reports." This requirement will be formally deleted in the next contract modification. Instead, LAI is to furnish three quarterly reports, followed by an Annual Report which summarizes the accomplishments of the preceding four quarters (versus planned activities during the year). This Annual Performance Report is to be furnished at roughly the same time as a new Annual Work Plan is submitted for the subsequent year. Reference to the Annual Summary Report will be included in an upcoming contract modification.

#### Nonexpendable Commodity Planning and Reporting

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Although the contract does not specifically call for a separate "Nonexpendable Commodity Plan" per se, it does stipulate two distinct requirements: (1) per Section F, Article II.A.(3) the contract, LAI must submit an "Annual Report of Government Property in the Contractor's Custody"; and (2) per Section H, Article VII.B, entitled "Approvals," LAI must obtain COTR approval of any

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Mr. Leiffert - Page 3

purchase of nonexpendable equipment not included in approved annual 18-

in order to satisfy the above requirement and to eliminate the need for numerous, separate, ad hoc COTR approvals of nonexpendable commodity purchases, I request that LAI include all such nonexpendable commodities in its revised work plan to be submitted on March 15, 1993 (as well as in subsequent work plans). These commodities should be incorporated as "Inputs" for appropriate work plan activities, just as LAI did for person months of LT and ST technical assistance. (We noted that no nonexpendable commodities were specified in the first work plan submitted.) In order to satisfy the requirement

- for COTR approval of commodity purchases, we request that LAI submit a
- 1) Program Nonexpendable Commodity Plan with each Annual Work Plan and associated budget. This Plan could be simply extracted (i.e. computer generated or derived) from the eventual database LAI sets up to track Annual Work Plan activities. LAI could derive this information from database fields coded for each activity's "Commodity Inputs".

2) Additionally, LAI should include as an attachment to this Program Nonexpendable Commodity Plan a "Home Office Administrative Support" Commodity Plan and a "Bissau Administrative Support" Commodity Plan. The Mission could then approve all nonexpendable commodity purchases (as required by the contract and for LAI's future use for audit purposes) through one action instead of many. LAI should include in its initial revised AWP, due 3/15/94, all nonexpendable commodities purchased to date, as well as planned purchases for the period covered.

By doing this Commodity Plan, LAI could also extract or derive much of the information needed to fill out and submit the "Annual Report of Government Property in the Contractor's Custody" in accordance with FAR 45.106 and AIDAR 752.245-70 requirements. This report is an aggregate report which reflects the total value of purchases (or disposals) of motor vehicles, office and residential furnishings, and other nonexpendable property over the course of each contract year. In order to facilitate submission of this report, I am attaching to this letter an Annual Report form (in the format required by the AIDAR), complete with Contractor's certification statement.

#### Training Activities and Reports

Again, although no overall Training Plan is specifically called for under the contract, Section F, Article II.B.(7), entitled "Trade Missions, Short-Term Overseas Training, and In-Country Workshops" includes a requirement that LAI furnish a scope of work, travel plans/itineraries, and a detailed "final event report" summarizing actual achievements vs. planned, attachments developed for the event, etc. for each event carried out under the contract (trade missions, observational tours, seminars, workshops, roundtables, etc.). This section also

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stipulates that LAI is responsible for preparing all unfunded (contract-funded) project Implementation Orders for Participant Training (PIO/Ps) as well as funded training programmed by the contractor but funded from other AID sources (HRD, ATLAS, etc.). See AID Handbook 10 for details of preparation and use of PIO/Ps, as well as for ancillary documentation required to process each participant

In order to satisfy the requirement for AID approval of all short-term training activities or "events" as specified in the contract, and in order to avoid the necessity of LAI submitting numerous, discrete training events for AID's approval (thereby creating bureaucratic roadblocks) I request that, as an attachment to each Annual Work Plan, LAI submit an overall Annual Training Plan, to include formal participant training as well as observational tours/trade missions, seminars, workshops, etc. Training should be organized under two general headings: "Offshore" (to include U.S. and third country training) and "In-Country" (to include any workshops, seminars, etc. undertaken in Bissau)

Again (as for commodities) this training plan could be easily extracted or computer-derived in large part from any eventual database LAI sets up to track annual work plan activities (either from fields coded for each activity's "Training Inputs" or the activity itself may be coded as a "training event"). For those training activities planned by LAI and included in the AWP but to be funded outside the LAI contract, you should contact USAID Bissau to determine available funding levels and sources, as training needs are identified, before finalizing the AWP and Training Plan derived therefrom. For your information, I am attaching to this letter a copy of the FY 1994 "USAID/Guinea Bissau Country Training Plan" as well as OIT/W Training Advisor Ron Raphael's November 15, 1993 memorandum to Michael Lukomski. The former document is useful for determining the approximate format for the Training Plan (although LAI should also consult Handbook 10 for additional details). The latter document is especially useful for the definitions which Mr. Raphael has developed for each type of training event, which should be used in any future LAI training plan) Note that Mr. Raphael derived this plan by hand from the initial LAI work plan, however, as stated above, when LAI automates the work plan in a relational database, this could be easily and quickly extracted.

#### Recruitment and Classification of Local Personnel

Section H, Article IV.B.6. of the contract, entitled, "Third Country and Cooperating Country Nationals" stipulates that no compensation for third country or cooperating country nationals will be reimbursed unless their use under the contract has the prior written approval of the cognizant AID COTR or unless such individuals were included in the Contractor's technical proposal. Nor may such persons exceed the level of salaries paid to equivalent personnel by the USAID Mission in the cooperating country without the specific written approval of the USAID Mission Representative.

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Mr. Leiffert, Page 5

In order to satisfy this requirement for written USAID approval and to avoid the necessity of submitting several separate requests for each long-term local hire employee, we request that LAI submit position descriptions for all planned local hire employees, along with individual names and qualifications (for those employees already identified/recruited) and proposed salary/benefit packages for such employees, to the cognizant COTR. USAID can then determine if proposed compensation, benefits, and position classifications are in line with the Mission local compensation plan, and can ensure that such compensation and benefits are in accordance with Mission policy, as provided for in the contract and per AIDAR 722.170. This information should be submitted to USAID Bissau as soon as possible in order to quickly staff up the LAI Bissau office for project implementation.

Short-Term Consultancies

To date, USAID Bissau has received no final short-term consultant reports as stipulated in Section F., Article II.B.(6). The relevant contract section is reproduced below for your reference:

Such reports must be dated & sequentially

(6) Consultant Reports and Debriefings: Prior to commencing any short-term technical assistance, training, or administrative support services assignment to Bissau, the Contractor shall submit, at least two weeks prior to travel if possible, a detailed scope of work and bio-data information for each consultant traveling to Post (assuming these are not already on file with the Mission). This scope of work and bio-data information shall be reviewed and approved by USAID/Bissau and, as appropriate, the relevant Guinea-Bissau counterpart, and Country clearance shall be formally communicated to the Contractor. No consultant should travel prior to receiving Country clearance.

At least one day prior to departure from Bissau, the consultant shall present an oral debriefing to USAID and, as appropriate, the relevant Guinea-Bissau counterparts, summarizing actual achievements vs. planned, and providing a detailed list of follow-up actions to be performed by the counterparts, the Contractor, and USAID/Bissau. No later than two weeks after departure from Post, the Contractor shall furnish copies of a final trip report (in form and substance satisfactory to A.I.D.) in English and in Portuguese to USAID/Bissau and, as appropriate, to the relevant Guinea-Bissau counterpart, complete with attachments developed during the consultancy. These trip reports shall be sequentially numbered and dated to provide a clear record of work performed over the life of contract. These reports will be distributed only within Guinea-Bissau and are exempted from the other requirements set forth below in paragraph 9. To facilitate their distribution, the reports shall have a cover placed on them and be sequentially numbered and classified by purpose/type of training. [NOTE: a subsequent contract modification will replace the last word of this paragraph, "training," by "technical assistance or consultant activity."]

to be in compliance with appropriate country clearance

Other Issues

Although not a stipulated contract requirement, in order to better facilitate information sharing, USAID Bissau would appreciate LAI's furnishing 3 1/2" floppy diskettes with all final versions of the AWP, training plans, commodity procurement plans, status reports, short-term consultancies, training reports,

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Page 1

...the Mission in manipulating or reproducing this  
...data for subsequent internal AID reporting and for dissemination  
...entities.

(On an additional note, please ensure that all project commodities (including vehicles) and shipping containers are properly marked with the USAID emblem, in accordance with AIDAR 752.7009 (JAN 1993). This will allow USAID (and the TIPS Project) to obtain higher visibility and to acknowledge AID funding. The April 1984 version of this clause unfortunately was not updated in the finalized contract, but will be in the next contract modification. In the meantime, please refer to the newer January 1993 version (attached).

In closing, I would like to add my congratulations and thanks to those of the Mission for the substantial work Labat Anderson has done to date. Although much obviously remains to be done, it has been an overall good and productive start.

Sincerely,



Steven G. Wisecarver  
Contracting Officer  
REDSO/WCA Office of Procurement  
Abidjan, Cote d'Ivoire

Attachments: As specified

cc: M. Lukomski, USAID Bissau  
J. Blacken, LAI/TIPS ✓

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1  
AB

ANNUAL REPORT OF GOVERNMENT PROPERTY  
IN CONTRACTOR'S CUSTODY

Contract Number \_\_\_\_\_

(end of Contract Year) 19\_\_\_\_

REQUIRED INFORMATION	MOTOR VEHICLES	FURNITURE/FURNISHINGS		OTHER NON-EXPEND PROPERTY
		Office	Residence	
A. Value of Property as of last report				
Transactions during this reporting period				
I. Acquisitions (add)				
a. Purchased by Contractor 1/				
b. Transferred from AID 2/				
Transferred from Others without reimbursement 3/				
II. Disposals (deduct)				
a. Returned to AID				
b. Transferred to AID (Contractor purchased)				
Transferred to other Government agencies 3/				
Other Disposals 3/				
C. Value of property as of reporting date				
D. Estimated average age of contractor property (in years)				

1/ Property which is complete in itself, does not lose its identity or become a component part of another article when put into use; is durable with an expected service life of two years or more; and which has a unit cost of more than \$500

2/ Government furnished property listed in this Contract as non-expendable.

3/ Explain if transactions were not processed through or otherwise authorized by AID

PROPERTY INVENTORY VERIFICATIONS

*I attest that (1) physical inventories of Government property are taken not less frequently than annually; (2) the accountability records maintained for Government property in our possession are in agreement with such inventories; and (3) total of the detailed accountability records maintained agrees with the property value shown opposite line C above; estimated average age of each category of property is as cited opposite line D above.*

Authorized Signature \_\_\_\_\_

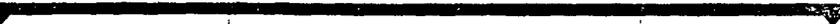
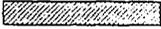
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*[Handwritten Signature]*

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ANNEX D:

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ID	Name	arch						April																	
		15	18	21	24	27	30	2	5	8	11	14	17	20	23	26	29	2	5	8	11	14	17	20	23
1	PART VIII - DIRECT PRIVATE SECTOR SUPPORT																								
2	VIIIA - Private Interest Groups Strengthened																								
3	VIIIA1 - Business Survey, data base and directory																								
4	VIIIA1a - Conduct CCIA/ANAG survey																								
5	VIIIA1b - Create CCIA/ANAG Data base																								
6	VIIIA1c - Publish CCIA/ANAG Directory																								
7	VIIIA2a - Federation of Chambers congress and strategic plan																								
8	VIIIA2b - Federation of Chambers Action plan and implementation																								
9	VIIIA3 - ANAG action plan and implementation																								
10	VIIIA4a - Federation of ag producers congress and strategic plan of																								
11	VIIIA4b - Action plan																								
12	VIIIA5 - Traditional producers desk survey, data base and profile																								
13	VIIIB - Expanded Services																								
14	VIIIB1a - Market information service (MIS)																								
15	VIIIB1b - MIS news dissemination																								
16	VIIIB2 - National Ag Strategic Plan																								
17	VIIIB3 - Workshop on national ag development strategy																								
18	VIIIB4 - Export promotion program for mangos																								
19	VIIIB5 - Cashew pilot project																								
20	VIIIC - Analytical Base Improved																								
21	VIIIC1 - Literature review																								
22	VIIIC2a - GAPLA/INEP sector study on cashews and workshop																								
23	VIIIC2b - GAPLA/INEP sector study on fisheries and workshop																								
24	VIIIC2c - GAPLA/INEP sector study on forestry and workshop																								
25	VIIIC3a - DGI research and analysis on national potentials																								
26	VIIIC3b - DGI research and analysis on value added potentials																								

Project:  
Date: 2/17/94

Critical   
Noncritical 

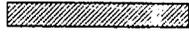
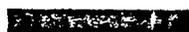
Progress   
Milestone 

Summary   
Rolled Up 

*Handwritten initials*

ID	Name	arch			April				May				June				July			August			
		13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	
1	PART VIII - DIRECT PRIVATE SECTOR SUPPORT																						
2	VIIIA - Private Interest Groups Strengthened																						
3	VIIIA1 - Business Survey, data base and directory																						
4	VIIIA1a - Conduct CCIA/ANAG survey																						
5	VIIIA1b - Create CCIA/ANAG Data base																						
6	VIIIA1c - Publish CCIA/ANAG Directory																						
7	VIIIA2a - Federation of Chambers congress and strategic plan																						
8	VIIIA2b - Federation of Chambers Action plan and implementation																						
9	VIIIA3 - ANAG action plan and implementation																						
10	VIIIA4a - Federation of ag producers congress and strategic plan of																						
11	VIIIA4b - Action plan																						
12	VIIIA5 - Traditional producers desk survey, data base and profile																						
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14	VIIIB1a - Market information service (MIS)																						
15	VIIIB1b - MIS news dissemination																						
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23	VIIIC2b - GAPLA/INEP sector study on fisheries and workshop																						
24	VIIIC2c - GAPLA/INEP sector study on forestry and workshop																						
25	VIIIC3a - DGI research and analysis on national potentials																						
26	VIIIC3b - DGI research and analysis on value added potentials																						

Project:  
Date: 2/17/94

Critical  Progress  Summary   
 Noncritical  Milestone  Rolled Up 

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TRADE AND INVESTMENT PROMOTION SUPPORT PROJECT - USAID/GOVERNMENT GUINEA-BISSAU

March 1994

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
VIII A1 - Business Survey, data base and directory, 43d						
20	21	22	23	24	25	26
VIII A1a - Conduct CCIA/ANAG survey, 26d						
VIII A1 - Business Survey, data base and directory, 43d						
27	28	29	30	31		
VIII A1a - Conduct CCIA/ANAG survey, 26d						
VIII A1 - Business Survey, data base and directory, 43d						

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TRADE AND INVESTMENT PROMOTION SUPPORT PROJECT - USAID/GOVERNMENT GUINEA-BISSAU

April 1994

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	
VIII A1 - Business Survey, data base and directory, 43d VIII A1a - Conduct CCIA/ANAG survey, 26d						
3	4	5	6	7	8	9
VIII A1 - Business Survey, data base and directory, 43d VIII A1a - Conduct CCIA/ANAG survey, 26d						
10	11	12	13	14	15	16
VIII A1 - Business Survey, data base and directory, 43d VIII A1a - Conduct CCIA/ANAG survey, 26d						
17	18	19	20	21	22	23
VIII A1 - Business Survey, data base and directory, 43d VIII A1a - Conduct CCIA/ANAG survey, 26d						
24	25	26	27	28	29	30
VIII A1 - Business Survey, data base and directory, 43d VIII A1b - Create CCIA/ANAG Data base, 10d						

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TRADE AND INVESTMENT PROMOTION SUPPORT PROJECT - USAID/GOVERNMENT GUINEA-BISSAU

May 1994

Sun	Mon	Tue	Wed	Thu	Fri
1	2	3	4	5	6
VIII A1 - Business Survey, data base and directory, 43d					
VIII A' b - Create CCIA/ANAG Data base, 10d					
8	9	10	11	12	13
VIII A1 - Business Survey, data base and directory, 43d					
VIII A1c - Publish CCIA/ANAG Directory, 4d					
15	16	17	18	19	20
22	23	24	25	26	27
29	30	31			

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TRADE AND INVESTMENT PROMOTION SUPPORT PROJECT - USAID/GOVERNMENT GUINEA-BISSAU

ID	Name	Plan Dur.	Plan Start	Plan Finish	Plan Work	Plan Cost								
1	PART VIII - DIRECT PRIVATE S	0d	NA	NA	0h	\$0.00								
4	VIIIA1a - Conduct CCIA/ANAG st	0d	NA	NA	0h	\$0.00								
<b>ID</b>	<b>Resource Name</b>	<b>Units</b>	<b>Work</b>	<b>Delay</b>	<b>Scheduled Start</b>	<b>Scheduled Finish</b>	<b>Cost</b>	<b>Plan Cost</b>	<b>Act. Cost</b>	<b>Rem. Cost</b>	<b>Ovt. Work</b>	<b>Plan Work</b>	<b>Act. Work</b>	<b>Rem. Work</b>
1	PS Component Leader	1	2d	0h	3/24/94 8:00am	3/25/94 5:00pm	\$1,153.84	\$0.00	\$0.00	\$1,153.84	0h	0d	0h	2d
2	Agribusiness Expert	1	2d	0h	3/24/94 8:00am	3/25/94 5:00pm	\$193.84	\$0.00	\$0.00	\$193.84	0h	0d	0h	2d
3	STX/TBD	1	208h	0h	3/24/94 8:00am	4/22/94 5:00pm	\$9,360.00	\$0.00	\$0.00	\$9,360.00	0h	0h	0h	208h
4	STL/TBD	1	21d	0h	3/24/94 8:00am	4/21/94 5:00pm	\$1,260.00	\$0.00	\$0.00	\$1,260.00	0h	0d	0h	21d
5	Travel/International	1	1d	0h	3/24/94 8:00am	3/24/94 5:00pm	\$3,500.00	\$0.00	\$0.00	\$3,500.00	0h	0d	0h	1d
6	Per Diem	1	1d	0h	3/24/94 8:00am	3/24/94 5:00pm	\$2,860.00	\$0.00	\$0.00	\$2,860.00	0h	0d	0h	1d
5	VIIIA1b - Create CCIA/ANAG Dat	0d	NA	NA	0h	\$0.00								
<b>ID</b>	<b>Resource Name</b>	<b>Units</b>	<b>Work</b>	<b>Delay</b>	<b>Scheduled Start</b>	<b>Scheduled Finish</b>	<b>Cost</b>	<b>Plan Cost</b>	<b>Act. Cost</b>	<b>Rem. Cost</b>	<b>Ovt. Work</b>	<b>Plan Work</b>	<b>Act. Work</b>	<b>Rem. Work</b>
1	PS Component Leader	1	2d	0h	4/26/94 8:00am	4/27/94 5:00pm	\$1,153.84	\$0.00	\$0.00	\$1,153.84	0h	0d	0h	2d
2	Agribusiness Expert	1	16h	0h	4/26/94 8:00am	4/27/94 5:00pm	\$193.84	\$0.00	\$0.00	\$193.84	0h	0h	0h	16h
3	STX/TBD	1	10d	0h	4/26/94 8:00am	5/6/94 5:00pm	\$3,600.00	\$0.00	\$0.00	\$3,600.00	0h	0d	0h	10d
4	STL/TBD	1	8d	0h	4/26/94 8:00am	5/5/94 5:00pm	\$480.00	\$0.00	\$0.00	\$480.00	0h	0d	0h	8d
6	VIIIA1c - Publish CCIA/ANAG Dir	0d	NA	NA	0h	\$0.00								
<b>ID</b>	<b>Resource Name</b>	<b>Units</b>	<b>Work</b>	<b>Delay</b>	<b>Scheduled Start</b>	<b>Scheduled Finish</b>	<b>Cost</b>	<b>Plan Cost</b>	<b>Act. Cost</b>	<b>Rem. Cost</b>	<b>Ovt. Work</b>	<b>Plan Work</b>	<b>Act. Work</b>	<b>Rem. Work</b>
1	PS Component Leader	1	2d	0h	5/10/94 8:00am	5/11/94 5:00pm	\$1,153.84	\$0.00	\$0.00	\$1,153.84	0h	0d	0h	2d
2	Agribusiness Expert	1	16h	0h	5/10/94 8:00am	5/11/94 5:00pm	\$193.84	\$0.00	\$0.00	\$193.84	0h	0h	0h	16h
3	STX/TBD	1	4d	0h	5/10/94 8:00am	5/13/94 5:00pm	\$1,440.00	\$0.00	\$0.00	\$1,440.00	0h	0d	0h	4d
4	STL/TBD	1	3d	0h	5/10/94 8:00am	5/12/94 5:00pm	\$180.00	\$0.00	\$0.00	\$180.00	0h	0d	0h	3d
7	VIIIA2a - Federation of Chambers			0d	NA	NA		NA		0h	\$0.00			
8	VIIIA2b - Federation of Chambers			0d	NA	NA		NA		0h	\$0.00			
9	VIIIA3 - ANAG action plan and im			0d	NA	NA		NA		0h	\$0.00			
10	VIIIA4a - Federation of ag produci			0d	NA	NA		NA		0h	\$0.00			
11	VIIIA4b - Action plan			0d	NA	NA		NA		0h	\$0.00			
12	VIIIA5 - Traditional producers des			0d	NA	NA		NA		0h	\$0.00			
14	VIIIB1a - Market information servit			0d	NA	NA		NA		0h	\$0.00			
15	VIIIB1b - MIS news dissemination			0d	NA	NA		NA		0h	\$0.00			
16	VIIIB2 - National Ag Strategic Pla			0d	NA	NA		NA		0h	\$0.00			
17	VIIIB3 - Workshop on national ag			0d	NA	NA		NA		0h	\$0.00			
18	VIIIB4 - Export promotion prograrr			0d	NA	NA		NA		0h	\$0.00			
19	VIIIB5 - Cashew pilot project			0d	NA	NA		NA		0h	\$0.00			
21	VIIIC1 - Literature review			0d	NA	NA		NA		0h	\$0.00			
22	VIIIC2a - GAPLA/INEP sector stu			0d	NA	NA		NA		0h	\$0.00			
23	VIIIC2b - GAPLA/INEP sector stu			0d	NA	NA		NA		0h	\$0.00			
24	VIIIC2c - GAPLA/INEP sector stu			0d	NA	NA		NA		0h	\$0.00			
25	VIIIC3a - DGI research and analy:			0d	NA	NA		NA		0h	\$0.00			
26	VIIIC3b - DGI research and analy:			0d	NA	NA		NA		0h	\$0.00			

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TRADE AND INVESTMENT PROMOTION SUPPORT PROJECT - USAID/GOVERNMENT GUINEA-BISSAU

ID	Name	Fixed Cost	Total Cost	Planned	Variance	Actual																																																	
March 1995																																																							
1	PART VIII - DIRECT PRIVATE SECTOR SUPPORT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
4	VIIIA1a - Conduct CCIA/ANAG survey	\$0.00	\$18,327.68	\$0.00	\$18,327.68	\$0.00																																																	
<table border="1"> <thead> <tr> <th>ID</th> <th>Resource Name</th> <th>Units</th> <th>Work</th> <th>Delay</th> <th>Scheduled Start</th> <th>Scheduled Finish</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>PS Component Leader</td> <td>1</td> <td>2d</td> <td>0h</td> <td>3/24/94 8:00am</td> <td>3/25/94 5:00pm</td> </tr> <tr> <td>2</td> <td>Agribusiness Expert</td> <td>1</td> <td>2d</td> <td>0h</td> <td>3/24/94 8:00am</td> <td>3/25/94 5:00pm</td> </tr> <tr> <td>3</td> <td>STX/TBD</td> <td>1</td> <td>208h</td> <td>0h</td> <td>3/24/94 8:00am</td> <td>4/22/94 5:00pm</td> </tr> <tr> <td>4</td> <td>STL/TBD</td> <td>1</td> <td>21d</td> <td>0h</td> <td>3/24/94 8:00am</td> <td>4/21/94 5:00pm</td> </tr> <tr> <td>5</td> <td>Travel/International</td> <td>1</td> <td>1d</td> <td>0h</td> <td>3/24/94 8:00am</td> <td>3/24/94 5:00pm</td> </tr> <tr> <td>6</td> <td>Per Diem</td> <td>1</td> <td>1d</td> <td>0h</td> <td>3/24/94 8:00am</td> <td>3/24/94 5:00pm</td> </tr> </tbody> </table>							ID	Resource Name	Units	Work	Delay	Scheduled Start	Scheduled Finish	1	PS Component Leader	1	2d	0h	3/24/94 8:00am	3/25/94 5:00pm	2	Agribusiness Expert	1	2d	0h	3/24/94 8:00am	3/25/94 5:00pm	3	STX/TBD	1	208h	0h	3/24/94 8:00am	4/22/94 5:00pm	4	STL/TBD	1	21d	0h	3/24/94 8:00am	4/21/94 5:00pm	5	Travel/International	1	1d	0h	3/24/94 8:00am	3/24/94 5:00pm	6	Per Diem	1	1d	0h	3/24/94 8:00am	3/24/94 5:00pm
ID	Resource Name	Units	Work	Delay	Scheduled Start	Scheduled Finish																																																	
1	PS Component Leader	1	2d	0h	3/24/94 8:00am	3/25/94 5:00pm																																																	
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5	Travel/International	1	1d	0h	3/24/94 8:00am	3/24/94 5:00pm																																																	
6	Per Diem	1	1d	0h	3/24/94 8:00am	3/24/94 5:00pm																																																	
7	VIIIA2a - Federation of Chambers congress and strateg	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
8	VIIIA2b - Federation of Chambers Action plan and implk	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
9	VIIIA3 - ANAG action plan and implementation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
10	VIIIA4a - Federation of ag producers congress and stra	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
11	VIIIA4b - Action plan	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
12	VIIIA5 - Traditional producers desk survey, data base ai	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
14	VIIIB1a - Market information service (MIS)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
15	VIIIB1b - MIS news dissemination	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
16	VIIIB2 - National Ag Strategic Plan	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
17	VIIIB3 - Workshop on national ag development strategy	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
18	VIIIB4 - Export promotion program for mangos	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
19	VIIIB5 - Cashew pilot project	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
21	VIIIC1 - Literature review	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
22	VIIIC2a - GAPLA/INEP sector study on cashews and w	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
23	VIIIC2b - GAPLA/INEP sector study on fisheries and w	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
24	VIIIC2c - GAPLA/INEP sector study on forestry and wo	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
25	VIIIC3a - DGI research and analysis on national potenti	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
26	VIIIC3b - DGI research and analysis on value added po	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00																																																	
April 1995																																																							
4	VIIIA1a - Conduct CCIA/ANAG survey	\$0.00	\$18,327.68	\$0.00	\$18,327.68	\$0.00																																																	
<table border="1"> <thead> <tr> <th>ID</th> <th>Resource Name</th> <th>Units</th> <th>Work</th> <th>Delay</th> <th>Scheduled Start</th> <th>Scheduled Finish</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>STX/TBD</td> <td>1</td> <td>208h</td> <td>0h</td> <td>3/24/94 8:00am</td> <td>4/22/94 5:00pm</td> </tr> <tr> <td>4</td> <td>STL/TBD</td> <td>1</td> <td>21d</td> <td>0h</td> <td>3/24/94 8:00am</td> <td>4/21/94 5:00pm</td> </tr> </tbody> </table>							ID	Resource Name	Units	Work	Delay	Scheduled Start	Scheduled Finish	3	STX/TBD	1	208h	0h	3/24/94 8:00am	4/22/94 5:00pm	4	STL/TBD	1	21d	0h	3/24/94 8:00am	4/21/94 5:00pm																												
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5	VIIIA1b - Create CCIA/ANAG Data base	\$0.00	\$5,427.68	\$0.00	\$5,427.68	\$0.00																																																	
<table border="1"> <thead> <tr> <th>ID</th> <th>Resource Name</th> <th>Units</th> <th>Work</th> <th>Delay</th> <th>Scheduled Start</th> <th>Scheduled Finish</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>PS Component Leader</td> <td>1</td> <td>2d</td> <td>0h</td> <td>4/26/94 8:00am</td> <td>4/27/94 5:00pm</td> </tr> <tr> <td>2</td> <td>Agribusiness Expert</td> <td>1</td> <td>16h</td> <td>0h</td> <td>4/26/94 8:00am</td> <td>4/27/94 5:00pm</td> </tr> <tr> <td>3</td> <td>STX/TBD</td> <td>1</td> <td>10d</td> <td>0h</td> <td>4/26/94 8:00am</td> <td>5/6/94 5:00pm</td> </tr> <tr> <td>4</td> <td>STL/TBD</td> <td>1</td> <td>8d</td> <td>0h</td> <td>4/26/94 8:00am</td> <td>5/5/94 5:00pm</td> </tr> </tbody> </table>							ID	Resource Name	Units	Work	Delay	Scheduled Start	Scheduled Finish	1	PS Component Leader	1	2d	0h	4/26/94 8:00am	4/27/94 5:00pm	2	Agribusiness Expert	1	16h	0h	4/26/94 8:00am	4/27/94 5:00pm	3	STX/TBD	1	10d	0h	4/26/94 8:00am	5/6/94 5:00pm	4	STL/TBD	1	8d	0h	4/26/94 8:00am	5/5/94 5:00pm														
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2	Agribusiness Expert	1	16h	0h	4/26/94 8:00am	4/27/94 5:00pm																																																	
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ID	Resource Name	Units	Work	Delay	Scheduled Start	Scheduled Finish																																																	
3	STX/TBD	1	10d	0h	4/26/94 8:00am	5/6/94 5:00pm																																																	

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REST AVAILABLE COPY

TRADE AND INVESTMENT PROMOTION SUPPORT PROJECT - USAID/GOVERNMENT GUINEA-BISSAU

ID	Name	Fixed Cost	Total Cost	Planned	Variance	Actual
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May 1995

ID	Resource Name	Units	Work	Delay	Scheduled Start	Scheduled Finish
4	STL/TBD	1	8d	0h	4/26/94 8:00am	5/5/94 5:00pm

6	VIIIA1c - Publish CCIA/ANAG Directory				\$0.00	\$2,967.68	\$0.00	\$2,967.68	\$0.00
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ID	Resource Name	Units	Work	Delay	Scheduled Start	Scheduled Finish
1	PS Component Leader	1	2d	0h	5/10/94 8:00am	5/11/94 5:00pm
2	Agribusiness Expert	1	16h	0h	5/10/94 8:00am	5/11/94 5:00pm
3	STX/TBD	1	4d	0h	5/10/94 8:00am	5/13/94 5:00pm
4	STL/TBD	1	3d	0h	5/10/94 8:00am	5/12/94 5:00pm

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TRADE AND INVESTMENT PROMOTION SUPPORT PROJECT - USAID/GOVERNMENT GUINEA-BISSAU

ID	Name	Cost	Planned Cost	Variance	Actual Cost	Remaining				
1	PS Component Leader	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
ID	Task Name	Units	Work	Delay	Scheduled Start	Scheduled Finish	Cost	Plan Cost	Act. Cost	Rem. Cost
4	VIIIA1a - Conduct CCIA/ANAG survey	1	2d	0h	3/24/94 8:00am	3/25/94 5:00pm	\$1,153.84	\$0.00	\$0.00	\$1,153.84
5	VIIIA1b - Create CCIA/ANAG Data base	1	2d	0h	4/26/94 8:00am	4/27/94 5:00pm	\$1,153.84	\$0.00	\$0.00	\$1,153.84
6	VIIIA1c - Publish CCIA/ANAG Directory	1	2d	0h	5/10/94 8:00am	5/11/94 5:00pm	\$1,153.84	\$0.00	\$0.00	\$1,153.84
ID	Task Name	Units	Work	Ovt. Work	Plan Work	Act. Work	Rem. Work			
4	VIIIA1a - Conduct CCIA/ANAG survey	1	2d	0h	0d	0h	2d			
5	VIIIA1b - Create CCIA/ANAG Data base	1	2d	0h	0d	0h	2d			
6	VIIIA1c - Publish CCIA/ANAG Directory	1	2d	0h	0d	0h	2d			
2	Agribusiness Expert	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
ID	Task Name	Units	Work	Delay	Scheduled Start	Scheduled Finish	Cost	Plan Cost	Act. Cost	Rem. Cost
4	VIIIA1a - Conduct CCIA/ANAG survey	1	2d	0h	3/24/94 8:00am	3/25/94 5:00pm	\$193.84	\$0.00	\$0.00	\$193.84
5	VIIIA1b - Create CCIA/ANAG Data base	1	16h	0h	4/26/94 8:00am	4/27/94 5:00pm	\$193.84	\$0.00	\$0.00	\$193.84
6	VIIIA1c - Publish CCIA/ANAG Directory	1	16h	0h	5/10/94 8:00am	5/11/94 5:00pm	\$193.84	\$0.00	\$0.00	\$193.84
ID	Task Name	Units	Work	Ovt. Work	Plan Work	Act. Work	Rem. Work			
4	VIIIA1a - Conduct CCIA/ANAG survey	1	2d	0h	0d	0h	2d			
5	VIIIA1b - Create CCIA/ANAG Data base	1	16h	0h	0h	0h	16h			
6	VIIIA1c - Publish CCIA/ANAG Directory	1	16h	0h	0h	0h	16h			
3	STX/TBD	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
ID	Task Name	Units	Work	Delay	Scheduled Start	Scheduled Finish	Cost	Plan Cost	Act. Cost	Rem. Cost
4	VIIIA1a - Conduct CCIA/ANAG survey	1	208h	0h	3/24/94 8:00am	4/22/94 5:00pm	\$9,360.00	\$0.00	\$0.00	\$9,360.00
5	VIIIA1b - Create CCIA/ANAG Data base	1	10d	0h	4/26/94 8:00am	5/6/94 5:00pm	\$3,600.00	\$0.00	\$0.00	\$3,600.00
6	VIIIA1c - Publish CCIA/ANAG Directory	1	4d	0h	5/10/94 8:00am	5/13/94 5:00pm	\$1,440.00	\$0.00	\$0.00	\$1,440.00
ID	Task Name	Units	Work	Ovt. Work	Plan Work	Act. Work	Rem. Work			
4	VIIIA1a - Conduct CCIA/ANAG survey	1	208h	0h	0h	0h	208h			
5	VIIIA1b - Create CCIA/ANAG Data base	1	10d	0h	0d	0h	10d			
6	VIIIA1c - Publish CCIA/ANAG Directory	1	4d	0h	0d	0h	4d			
4	STL/TBD	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
ID	Task Name	Units	Work	Delay	Scheduled Start	Scheduled Finish	Cost	Plan Cost	Act. Cost	Rem. Cost
4	VIIIA1a - Conduct CCIA/ANAG survey	1	21d	0h	3/24/94 8:00am	4/21/94 5:00pm	\$1,260.00	\$0.00	\$0.00	\$1,260.00
5	VIIIA1b - Create CCIA/ANAG Data base	1	8d	0h	4/26/94 8:00am	5/5/94 5:00pm	\$480.00	\$0.00	\$0.00	\$480.00
6	VIIIA1c - Publish CCIA/ANAG Directory	1	3d	0h	5/10/94 8:00am	5/12/94 5:00pm	\$180.00	\$0.00	\$0.00	\$180.00
ID	Task Name	Units	Work	Ovt. Work	Plan Work	Act. Work	Rem. Work			
4	VIIIA1a - Conduct CCIA/ANAG survey	1	21d	0h	0d	0h	21d			
5	VIIIA1b - Create CCIA/ANAG Data base	1	8d	0h	0d	0h	8d			
6	VIIIA1c - Publish CCIA/ANAG Directory	1	3d	0h	0d	0h	3d			
5	Travel/International	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
ID	Task Name	Units	Work	Delay	Scheduled Start	Scheduled Finish	Cost	Plan Cost	Act. Cost	Rem. Cost
4	VIIIA1a - Conduct CCIA/ANAG survey	1	1d	0h	3/24/94 8:00am	3/24/94 5:00pm	\$3,500.00	\$0.00	\$0.00	\$3,500.00
ID	Task Name	Units	Work	Ovt. Work	Plan Work	Act. Work	Rem. Work			
4	VIIIA1a - Conduct CCIA/ANAG survey	1	1d	0h	0d	0h	1d			

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BEST AVAILABLE COPY

ID	Name	Cost	Planned Cost	Variance	Actual Cost	Remaining
6	Per Diem	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

ID	Task Name	Units	Work	Delay	Scheduled Start	Scheduled Finish	Cost	Plan Cost	Act. Cost	Plan Cost
4	VIII A1a - Conduct CCIA/ANAG survey	1	1d	0h	3/24/94 8:00am	3/24/94 5:00pm	\$2,860.00	\$0.00	\$0.00	\$2,860.00

ID	Task Name	Units	Work	Ovt. Work	Plan Work	Act. Work	Rem. Work
4	VIII A1a - Conduct CCIA/ANAG survey	1	1d	0h	0d	0h	1d

		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
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