



United States Agency for International Development

CONTRACT INFORMATION MANAGEMENT SYSTEM (CIMS)



DIRECT ACTION DATA FORM FOR GRANTS & COOPERATIVE AGREEMENTS

1. Basic Contract Number 641 - 0126 - G - 00 - 3007 - 00 (See CIB 89-30)

2. Recipient Name AFRICAN PROJECT DEVELOPMENT FACILITY (APDF)

3. Award Description (This description will be seen by high level Agency officials, as well members of Congress.)
 The recipient shall... SET UP A SATELLITE OFFICE OF THE AFRICAN PROJECT DEVELOPMENT FACILITY (APDF) UNDER THE GHANA TRADE AND INVESTMENT PROGRAM (TIP) IN GHANA.

4. Principal Place of Performance ACCRA, GHANA

5. Benefiting Country GHANA

6. Project Officer

Country Code/Office Symbol 641 USAID/GHANA TAPS | Name (Last, First) WEISEL, PETER

REGISTERED
 MAR 1 1992

7. Grant Agreement Type
- A. Disaster Assistance
 - B. American Schools & Hospitals Abroad (ASHA)
 - D. Title XII Authority
 - E. Other Than A, B, or D

8. Basic Purpose
- A. Technical Services to Host Country
 - B. Commodities
 - C. Training Services to Host Country
 - D. Research
 - E. Architectural & Engineering Services
 - F. Construction

- 7a. Extent Competed
- E. Competed by the Technical Office
 - F. Competed by the Contracting Office
 - G. Not competed (unsolicited prop)
 - H. Not competed (predom capab, etc)

9. Taxpayer Identification Number

10. Business Organization Type
- A. Corporation
 - B. Individual
 - C. University or College
 - D. Historically Black College or University
 - E. Educational Organization (other than University or College)
 - Z. Other
 - F. International Center
 - G. Research Organization (other than International Center)
 - H. Voluntary Organization
 - I. Foundation
 - J. Hospital
 - N. Hispanic American college or univ.

11. If U.S. University, Host Country Institution

12. If Obligated Amount is in Local Currency, provide U.S. Dollar Amount

13.a. Negotiator (Last, First, MI)
 WOBIL, DAVID

13.b. Signature

14.a. Contract Officer (Last, First, MI)
 BELT, JEFFERY .D.

14.b. Signature

COPY OF AWARD DOCUMENT MUST BE ATTACHED TO THIS FORM

MEMORANDUM OF DISTRIBUTION

USAID/GHANA

I. DOCUMENTATION IDENTIFICATION/INFORMATION

- a) Document Number: 641-0126-G-00-3007-00
b) Contractor: AFRICAN PROJECT DEVELOPMENT FACILITY (APDF)
c) Incremental Funding Action: YES X NO
d) Method of Financing: Letter of Credit
 Periodic Advance
 X Direct Reimbursement

II. DISTRIBUTION OF DOCUMENT

- X - Technical Office - PROG/TAP/HPN/ERD/EXO/CONT
(1 copy) (circle one)
 X - Controller's Office (3 copies)
 X - Office of Program (1 copy)
 X - Project Officer/Contracting Officer's Technical
Representative (COTR): CLEVELAND THOMAS TAPSO
(1 copy) Name Cleveland Thomas Office
 X - Official USAID/Ghana Contract File (1 copy)
 X - FA/OP/CIMS (1 copy including CIMS Data Sheet)
 X - Prime Contractor (1 copy)
 X Mailed
 Hand Delivered
 Faxed

DOCUMENTS DISTRIBUTED:

Jeffery D. Bell
JEFFERY D. BELL
CONTRACTING OFFICER

2/17/93
Date

Info Copy:

PREPARED BY: DAVID WOBIL David Wobil
PROCUREMENT AGENT. 2/17/93

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

Acknowledged

International Finance Corporation:

By:

Title:

Date:

J. Fassum
J. Fassum
Director, Finance
Washington, D.C.

Fiscal Data

PIO/T No.: 641-0126-3-20090
Appropriation No.: 72-1121021
Budget Plan Code: GDNA-92-21641-JG13
RCN: D220093
ECN: P320038 Element: 02
Total Estimated Grant Amount: \$2,873,000
Total Amount Obligated: \$707,000
Technical Office: USAID/Ghana
Peter Weisel, TAP

FUNDS AVAILABLE

Date... 12/16/92

By... Hope Gordon

ATTACHMENT I

SCHEDULE

A. Purpose of Agreement

The purpose of the Agreement is to provide support to implement the Africa Project Development Facility under the Ghana Trade and Investment Program (TIP), as more specifically described in Attachment 2 (the Program Description) of this Agreement.

B. Period of Grant

1. The effective date of this Grant is the date of Grant Officer's signature. The expiration date of this Agreement is December 31, 1996.

2. Funds obligated hereunder are available for program expenditures for the estimated period between December 1, 1992 to January 31, 1994 shown in the Grant Budget below.

C. Amount of Grant and Payment

1. The total estimated amount of this Agreement for the period shown in B.1 above is \$2,873,000.

2. AID hereby obligates the amount of \$707,000 for program expenditures during the period set forth in B.2 above and as shown in the Agreement Budget below.

3. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3 (the Standard Provisions).

4. Additional funds up to the total amount of the Agreement shown in C.1 above may be obligated by AID subject to the availability of funds, the mutual agreement of the parties to proceed, and the requirements of the Standard Provision of the Agreement entitled "Revision of Grant Budget".

D. Grant Budget

The following is the Grant Budget. Revisions to this Budget shall be made in accordance with the Standard Provision of the Grant entitled "Revision of Grant Budget."

Estimated 4-Year Operating Budget
(US\$ '000s)

	1993	1994	1995	1996
Salaries & Benefits				
Expatriate Staff # 1	148	117	126	170
Expatriate Staff # 2	72	112	122	166
Local Support Staff	54	49	52	54
Sub-Total	274	278	300	390
Consultant Fees & Travel				
Fees	137	143	150	158
Travel	90	94	99	104
Sub-Total	227	237	249	262
Other Operating Costs				
Staff Travel	58	61	64	67
Office Rental & Maintenance	37	48	60	60
Administrative & Office Expense	40	42	44	47
Other	19	20	21	22
Sub-Total	154	171	189	196
Equipment Costs	68	28	9	0
Office Set-Up/Moving Costs	6	3	0	2
Fees Received	(75)	(48)	(50)	(53)
SUB-TOTAL	654	669	697	797
IFC Administration Fee (2%)	13	13	14	16
TOTALS (BY YEAR)	667	682	711	813
4-Year Total	2,873			

E. Reporting and Evaluation

1. Reports

IFC will prepare and submit the following reports:

1.1 Annual Business Plan/Country Strategy Papers

IFC agrees to provide an annual Business Plan for each calendar year of this grant beginning in January, 1993. The annual plans will include:

- o progress of accomplishments made during the period including findings and recommendations;
- o outlining the work to be performed during the next 12 months including proposed manpower schedules; and
- o major problems and recommendations for action.

1.2 Quarterly Financial\Technical\Operation Reports

IFC shall submit on a quarterly basis, a report outlining IFC activities of the new APDF/Ghana office. The quarterly report is expected to include:

- o progress in completing Annual Business Plan and Country Strategy Papers;
- o information on firms and consultants in the operations of the APDF/Ghana office;
- o status of fees collected by IFC for the APDF project in Ghana and evaluation of such; and
- o recommendations/evaluation of expanding APDF's role in Ghana with funding from other sources.

1.3 Final Report

Within 90 days of completion of Grant activities, a final report will be submitted to AID which addresses Grant activities, successes and failures and an overall analysis of the Grant's effect in achieving desired goals.

2. Distribution

2.1 IFC will submit five copies of each report to:

By U.S. Mail
Office of Trade, Agriculture and Private Sector
Accra (AID)
Department of State
Washington, DC 20521-2020

By International Mail
Office of Trade, Agriculture and Private Sector
USAID/Ghana
P.O. Box 1630
Accra, Ghana

2.2 IFC shall submit two copies of the Final Report to the Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, Development Information Division, (PPC/CDIE/DI). All documents should be mailed to:

PPC/CDIE/DI
ACQUISITION
Room 209, SA-18
Agency for International Development
Washington, DC 20523

3. Required Report Information

The title of all reports forwarded shall include a descriptive title, the author's name(s), Grant number, the project number and title, Grantee's name, name of the AID project office, and the publication or issuance date of the report.

F. Special Provisions

1. Vehicle Procurement

IFC agrees to procure project vehicles with a U.S. source and origin. IFC is initially authorized the purchase of one project vehicle. An additional vehicle may be authorized as required with the written approval of the Grant Officer.

2. Equipment Procurement

IFC agrees to place a preference for equipment purchases to that of U.S. source and origin. If U.S. equipment purchases are deemed impracticable, IFC may purchase equipment with a source and origin code of 935 countries.

3. USAID Logistic Support

The following logistic support will be provided in-kind by AID and/or the Cooperating Country in accordance with current Mission and Embassy policy, which may be amended from time to time:

a. Housing and Utilities: House rental with furniture for the long-term expatriate staff, and all utilities (except telephone) and maintenance costs. Night guard service shall be provided for these houses. Upgrading of houses to meet security standards at post. This will be managed through the Executive Office of USAID/Ghana.

b. Major Household Appliances (Stove, Refrigerator, Freezer, Generator, Air Conditioners, etc.).

c. American Club: Eligibility for Associate Membership at the American Club shall be based on club by-laws. Membership dues are not reimbursable under this Grant.

d. Commissary: Access to the commissary by American Grantee personnel shall be based upon prevailing Mission policy. Membership dues are not reimbursable under this contract. Commissary privileges will not be available to non-American passport holders.

e. Radios for Emergency and Evacuation: Access to the Emergency Radio Network will be upon approval by the Regional Security Officer at Post. If Grantee receives approval to use the Emergency Radio Network, radios will be provided by the USAID/Ghana field support unit.

f. Access to Embassy Health Unit: Resident Grantee personnel and their dependents may be permitted access to the U.S. Embassy Health Unit, based on prevailing Embassy and Mission policy. If access to Health Unit is not available, alternate health care provision arrangements should be arranged according to IFC's policies.

Grantee shall be responsible for providing or arranging all logistic support, not mentioned above, as needed through the period of this Grant.

4. IFC FEES GENERATED BY APDF

Based on standard IFC procedures, fees are collected from promoters in the Cooperating Countries in exchange for APDF assistance.

IFC agrees that these fees will be paid directly to a local currency account maintained by IFC. These funds would then be used to defray certain local expense associated with office operations and local consultant payments. Fee income would be deposited in this account irrespectively of whether the project was handled directly and only by the local Ghana APDF office, or by staff from Abidjan working in Ghana.

Estimated fee income is detailed in Section D of this Grant entitled, "Grant Budget."

5. Support of the Private Enterprise Foundation

This grant budget accounts for anticipated payments to support the Private Enterprise Foundation in Accra, Ghana. IFC's estimated

support of the (PEF) is estimated at US \$36,000 annually. IFC agrees to seek Grant Officer approval prior to any disbursement of funds for the PEF.

6. Title to Property - At the conclusion of this grant, title to all property will transfer to the Cooperating Country.

7. Standard Provisions for Grants to Public International Organizations

a. Standard Provision 10, entitled "Audit and Records (Standard)" applies to this grant. The other audit and records provisions in Standard Provision 10 are not applicable.

b. Payment to the Grantee shall be made in accordance with Standard Provision 11, entitled "Payment (Letter of Credit)". The other payment provisions in Standard Provision 11 are not applicable.

ATTACHMENT II

PROPOSAL TO USAID
FOR ESTABLISHING A SATELLITE APDF OFFICE
IN GHANA

Executive Summary

Purpose and Rationale: This is a proposal to set up a satellite office of APDF in Accra, Ghana. Staff in the proposed Accra office will work exclusively with private sector Ghanaian entrepreneurs to help them structure their projects and mobilize financing as necessary. The criteria for working with particular entrepreneurs will be the same as that for on-going APDF work in other countries, except that special emphasis will be given to export-oriented projects. These are defined as those projects for which a significant proportion of the output will be either directly exported or used by exporting firms. It is expected that about three-quarters of the work undertaken by the proposed Accra office will be for export-related private sector projects.

There are two reasons why Ghana would be an ideal place to establish such an operation. In the first instance, the Ghanaian government has placed a high priority on development of the export sector. If this strategy is to succeed, it will necessarily lead to the creation of new firms and the expansion of existing firms, many of which will find APDF's technical and financial services useful. Secondly, APDF's activities are already well-established in Ghana, and setting up a branch office in Accra would be an efficient way to continue servicing APDF's growing client base. The main constraints on APDF's operations in Ghana at the present time are its limited staff resources and difficult communications between Ghana and the APDF regional office in Abidjan.

Presently, projects in Ghana are handled by staff in the APDF-Abidjan office. This office covers a total of 24 countries in West and Central Africa with seven investment officers and one regional manager, and resources that can be dedicated to any one particular country are limited. In 1991, approximately 1.75 person-years of professional staff effort was dedicated to Ghana. This resulted in five projects being financed, representing total new investments of over \$13 million. APDF estimates that the same level of effort from the Abidjan office will be devoted to Ghana in 1992, with essentially the same results in terms of number of project completions and investment volume.

Adding additional staff who would be resident in Ghana would contribute measurably to total staff resources available for work with Ghanaian entrepreneurs, and would enable these resources to be used more effectively. APDF's experiences, particularly in Kenya and Côte d'Ivoire, have shown that having resident staff who are able to interact with promoters on a day-to-day basis can be more productive than longer distance periodic interventions from another country. APDF will continue to use Abidjan-based staff to operate in Ghana, although the level of effort from the Abidjan office may be reduced somewhat and these resources deployed elsewhere in the region as needed.

Outputs: APDF's measurable output will continue to be the number of projects completed (i.e. those for whom financing is fully arranged), together with the dollar value of investments and number of jobs created associated with such projects. Assuming that the Accra office can be opened in January, 1993, APDF expects the number to increase from an expected average of five per year in 1991 and 1992 to seven in 1993, and eight or nine projects per year in 1994 and thereafter.

Of the estimated eight or nine projects, about half would be handled directly by the Accra office, and half from the Abidjan office with the support of the Accra office. Three-quarters or more of the Accra-office projects and an estimated one-half of the Abidjan-office projects in Ghana are expected to be export-related.

Once the new Accra office becomes operational, APDF expects that average project investment size will fall slightly with the higher annual output, but that employment creation will be substantially higher. This is because APDF has until now selected larger and more capital intensive projects with more sophisticated entrepreneurs, since it has been easier to execute such projects from its regional office in Abidjan. With an in-country office, resident staff will be able to successfully undertake smaller, more labor intensive projects that typically require more intensive intervention on the part of APDF staff.

APDF will also continue to coordinate its activities with national and international agencies operating in Ghana. In particular, APDF will seek a closer cooperation with the Association of Ghana Industries (AGI). AGI could be very useful in helping APDF identify and screen potential clients, and in providing valuable post-intervention support once financing for a new investment is mobilized. APDF will also contribute more generally to the activities of the newly-established Private Enterprise Foundation, and will contribute financially to the Foundation for services that are provided for the benefit of APDF. APDF, however, will reserve the right to select which entrepreneurs and projects will receive APDF assistance, and how such assistance will be carried out.

Staffing, Budget, and Administration: APDF proposes that the Accra satellite office be initially staffed with one expatriate professional and one local professional, plus local support staff. The expatriate professional will also be responsible for day-to-day office management. As the business pipeline in Ghana expands, expatriate staffing could increase to two in 1994; provision has been made in the project budget for this possible office expansion. In addition, in line with APDF's policy of using short-term technical consultants when necessary or cost-effective, the project budget includes a provision for 160

days per year of local consultants and 250 days per year of expatriate consultants. The proposed total 4-year budget for the Accra office is US\$3.14 million.

The Accra office will be responsible for preparing its own monthly imprest report, and for preparing drafts of periodic reports to be submitted to USAID. All financial and operations reports, however, will pass through the regional office of APDF in Abidjan. Overall responsibility for APDF operations in Ghana will remain with the Abidjan office. IFC will be the executing agency for this project, and will be the signatory on all documentation with USAID.

1. The Africa Project Development Facility

Historical Background: The Africa Project Development Facility (APDF) was set up in 1986 to address the need for a mechanism to help African entrepreneurs identify and prepare viable investment projects. The APDF was officially launched on November 1, 1986 as a regional United Nations Development Program (UNDP) under UNDP Project Document RA7/85/022 dated April 4, 1986 for an initial four-year period that ended on June 30, 1990. Based on the results achieved during that first phase, the APDF mandate was extended for a further five-year period ending June 30, 1995 under UNDP Project Document RAF/90/008.

Development Objectives: The underlying objective of the APDF program is to accelerate private sector growth in Sub-saharan Africa to allow the local private sector to play an increasing role in the economic development of Sub-saharan Africa, thus generating productive employment, improving participating states' balance of payments through expanded export and bringing about self-sustained growth and development through the creation of medium-sized and small enterprises.

As part of the above objective, the APDF advises private African entrepreneurs in sub-Saharan Africa on the preparation of viable projects with investments ranging between US\$500,000 to US\$5.0 million equivalent. The services provided by APDF include helping entrepreneurs prepare market, technical, and other feasibility studies needed for project preparation. APDF also identifies promising African entrepreneurs and helps them organize, diversify, and expand their businesses. The APDF assists these entrepreneurs throughout the project preparation cycle until funding is secured. To help defray the cost of these services, the APDF maintains cost sharing arrangements with end-users that call for the payment of (i) a front-end fee of US\$3,000 equivalent, (ii) a project document delivery fee of 0.5% of project costs, and (iii) a success fee equivalent to 1.0 percent of project costs. It is generally accepted that these fees will contribute marginally to the operating budget of the APDF and, as such, that a facility such as APDF cannot be expected to become commercially viable because most small and medium size enterprises cannot afford the full cost of its advisory and consultancy services.

Sponsors and Budget: The UNDP, the African Development Bank (ADB), and the International Finance Corporation (IFC) jointly sponsor APDF. However, as executing agency for this UNDP project, IFC is responsible for the management of APDF.

Funding for the APDF program has been provided by the three sponsoring agencies and the governments of 15 countries including the United States of America. Total donor commitments for APDFI

were US\$18.3 million, and US\$34.3 million for APDFII. However, to implement fully its second phase, APDF had sought the mobilization of an operating budget of US\$41 million. As a result of this shortfall, APDF will only be able to operate three regional offices in Abidjan, Nairobi, and Harare. As additional funds are committed, two new offices which had been planned under APDFII will be set up. As of year-end 1991, the U.S. contribution to the APDF program had totalled US\$6.1 million of which US\$2.1 million were granted for the establishment of APDFI, and US\$4.0 million for the expansion of the APDF program under Phase II.

Operations: APDF operations are organized around three regional offices in Africa -- Abidjan, Nairobi, and Harare -- and a coordinating office at the IFC headquarters in Washington. Each of the Abidjan and Nairobi offices has budgeted positions for eight professionals, of which two are drawn from IFC staff, and the remainder are fixed term appointments to APDF. The Harare office has four budgeted professional positions. Field operations are the responsibility of the respective office managers in each of the three offices. Overall administration of APDF activities, including reporting to the sponsors, is the responsibility of the APDF coordinator in the Washington office. In addition, APDF has an Advisory Board which reviews APDF's activities periodically, and makes recommendations as to operational policy.

APDF field staff work directly with private sector entrepreneurs in preparing project documents and organizing financing. Staff work is supplemented by short term consultants to help with technical, engineering, and market work on particular projects. APDF uses both overseas and local consultants, with the latter playing an especially important role in undertaking market studies in connection with APDF projects.

Summary of Achievements: Demand for APDF services has been strong. By year-end 1991 the facility had received about 2,000 project proposals emanating from sponsors located in some 40 sub-saharan countries. Since project start-up in 1986, APDF has successfully completed financial arrangements for 101 projects, representing investments of some US\$199 million. APDF helped raise US\$121 million to finance these projects. These projects were located in 17 different countries, have created or will create 7,894 new job opportunities, and will have an estimated annual foreign exchange impact of US\$121 million. In terms of economic activity, 52 of these projects pertained to the agriculture and agro-processing sector, 38 were manufacturing projects, and 11 were related to services. The average size of APDF-sponsored projects in terms of investment size has been US\$1.9 million equivalent.

II. APDF Activities in Ghana

Operational Responsibility: In Ghana, the Africa Project Development Facility (APDF) provides a full range of business advisory services to African entrepreneurs to assist them in developing, promoting, financing, and implementing investments in productive private enterprises. These services are presently rendered by APDF Regional Office in Abidjan which concurrently assumes similar project development responsibilities in 23 countries in West and Central Africa, ranging from Mauritania in the North to Zaire in the South. This office is supervised by a coordinator based at IFC's headquarters in Washington, and is staffed by 8 resident professionals: a Regional Manager, and 7 project development experts.

Business Objectives and Strategy: As in the other countries covered in the sub-region, APDF's primary objective in Ghana has been to accelerate the development of the private sector by assisting in the preparation and promotion of viable investments sponsored by local promoters. To meet that objective, APDF's approach to business development in Ghana has been to target entrepreneurs who either have demonstrated to have the business acumen required to develop an existing small or medium-size enterprise on a larger commercial scale, or are known to possess the minimum resources and professional experience required to establish and operate a new business venture. To identify these entrepreneurs, APDF has adopted an active approach to business development and promotion. Such approach has centered on the application of four basic project identification techniques, namely: (i) sectoral business surveys done by local consultants, (ii) referrals by current APDF clients, (iii) referrals by the local banking community and bilateral/international agencies interested in extending financial assistance to specific enterprises or entrepreneurs, and (iv) periodic promotion seminars by APDF's project development experts. Of the techniques listed above, the last three have yielded the most promising and tangible results.

Institutional Cooperation and Coordination: While carrying out its project development and promotion activities, APDF seeks to establish and maintain close contacts with donors active in the development of the local private sector, and emphasizes effective coordination and cooperation with all the agencies operating in the same line of business. These objectives are being usually met through regular communications and, in some instances, joint project reviews and appraisals.

In Ghana, APDF's concern for institutional coordination and cooperation has led to the establishment of strong and expanding relationships with government agencies and ministries, bilateral funding institutions, and local commercial and merchant banks. Among the Ghanaian institutions which have contributed most to APDF's work and performance, special reference must be made of the Ghana Promotion Council with which APDF regularly exchanges informal and formal views on specific investment proposals and promoters. Within the local banking system, APDF has developed effective working relationships with 6 financial institutions among which the Merchant Bank, Standard Chartered, and Continental Acceptances have been the most active. In addition to the International Finance Corporation, bilateral and international funding agencies which have contributed most to the financing of APDF assisted projects have included the Caisse Centrale de Coopération Economique of France, the Commonwealth Development Corporation of the UK, FMO of the Netherlands, IFU of Denmark, and the European Investment Bank of Luxembourg. Since July 1990 these foreign institutions have contributed 54% of the funding mobilized for APDF sponsored projects as compared to 9% for the local banks.

Project Development and Promotion Activities: Since its inception in 1986, APDF has received a total of 896 enquiries emanating from African entrepreneurs operating in West and Central Africa. Ghanaian entrepreneurs --who accounted for less than 14% of these proposals in 1988-- have seen their contribution to the APDF project pipeline increase steadily to 22% in 1991. During that year, the regional office in Abidjan devoted 1.75 man-years to private sector development activities in Ghana, representing about 25% of available APDF staff resources in the region. These efforts led to the screening and appraisal of 32 serious investment proposals of which 6 were firmly structured and 5 were completed (i.e. financed) during the same period. This amounted to 25% and 40% respectively of the number of project structurings and completions achieved by the APDF in the entire West and Central African region in 1991. Table 1 below provides details about these projects as well as those completed in 1990.

Table 1
Completed APDF Projects in Ghana: 1990-1991

Year	Project Name	Activity	Project Cost (US\$ '000)	Jobs Created	Expected Forex Impact (US\$ millions)
1990	Dimples	Hotel	700	88	0.3
	Divine	Seafood Processing	740	36	2.0
	Valley Farms	Cocoa Plantation	2,100	158	1.2
1991	Astek	Fruit Processing	2,200	25	0.3
	Appiah Menka	Soap Manufacture	2,100	120	0.1
	Packrite	Cardboard Packaging	1,750	14	0.2
	AEL	Aluminium Resmelting	4,200	82	9.1
	Camsi Farms	Pineapple Plantation	2,100	237	3.0

As an integral part of its project development and promotion activities, the APDF carries out periodic field missions to identify new investment opportunities, meet potential clients, and follow up its outstanding project pipeline. In 1991, its missions to Ghana numbered 27 and accounted for 29% of all missions carried out by the APDF in the West and Central African region.

Operational Constraints: To further develop its project development activities in Ghana, APDF currently faces two operational constraints, namely (i) limited staff resources, and (ii) no permanent country presence.

- (1) **Limited Staff Resources:** Given the responsibilities it assumes in 23 other countries, the APDF cannot presently dedicate more than 1.75 person-years to activities in Ghana. This staff allocation is already disproportionate in Ghana's favour. Furthermore, with the staff resources available, project development and promotion activities in Ghana are already at their maximum. Based on historical performance, APDF estimates that the sustainable maximum number of project completions per staff-year is three. The five project completions recorded in Ghana in 1991 are consistent with this performance ratio. Accordingly, any additional APDF project output in Ghana will have to be accompanied by a proportional increase in the availability of staff resources for that country.
- (2) **In-Country Presence:** Field experience has shown that the most effective way to identifying good project sponsors and entrepreneurs is to search out individuals who have shown or are known to possess some entrepreneurial aptitude. As stated earlier, this approach requires the implementation of an active business development strategy

as opposed to one that relies upon passive contacts where the APDF waits on the entrepreneur to make the initial call on its experts. However, to be effective the "active" method requires significant in-country presence by APDF staff. At present this condition has not been systematically met by APDF in that it can only spend an average of 2.0 country staff-weeks per month in Ghana.

As a result of the above constraints, the APDF has not yet been in a position to fully satisfy the demand for its advisory services in Ghana. This situation has compelled it to be highly selective in the screening of projects submitted to its consideration and to emphasize medium size investment proposals at the expense of smaller projects falling in the US\$250,000-750,000 range. With the exception of two operations --the establishment of a small seafood processing plant and the expansion of a two-star hotel-- all projects appraised and completed by APDF in Ghana during the 1990-91 period exceeded the average US\$1.5 million investment cost which characterize APDF-sponsored projects in West and Central Africa. With additional staff resources and in-country presence, APDF believes that its Ghanaian project pipeline could be further diversified and expanded to give greater emphasis to small export-oriented enterprises and projects that are presently in need of advisory services to expand their activities or structure specialized investment programs. With such complementary resources, this particular group of entrepreneurs and enterprises could become the core of APDF activities in the country.

III. Proposal For a Satellite Office in Ghana

General Framework: To remedy the operational constraints it faces in Ghana and so as to further extend its activities to areas involving small export-oriented African enterprises and entrepreneurs, the APDF proposes to set up with USAID funding a satellite office in Accra. This project would be executed in parallel and in full coordination with the program of the Africa Project Development Facility which --as stated previously-- is a UNDP project co-sponsored by ADB and IFC, and in which IFC intervenes as executing agency.

In line with the current operational set-up of the Africa Project Development Facility, the Accra office would be placed under IFC's authority, would report directly to the APDF manager in Abidjan, and would be submitted to the same administrative/operational policies and procedures as the ones applied to the APDF program. These policies and procedures have been developed taking into consideration a number of factors such as (i) the prevailing conditions and opportunities for private sector development in Africa, (ii) the logistics predominating in the sub-continent, (iii) IFC's own experience gained from similar activities in Africa and other continents, and (iv) the needs for and means of securing adequate monitoring and assistance to ongoing APDF operations.

The APDF satellite office in Accra would initially be staffed by one expatriate professional and three local staff, including one junior project development expert. Assuming that USAID funding could be confirmed by mid-1992, APDF proposes to open this office by January 1, 1993. In line with the mandate of APDF in the region, the Accra-based facility would operate for an initial period of 2½ years through June 1995. If this mandate is renewed, and depending upon the terms of the renewal, operation at the Accra office would be extended for a total of 4 years.

Objectives and Functions: As for the other APDF offices operating in Sub-saharan Africa, the overall objective of the Accra office would be to accelerate the development of productive enterprises sponsored by private African entrepreneurs, as a means of generating self-sustained economic growth and productive employment in Ghana. To achieve that primary objective, that office would:

- (i) assist African entrepreneurs in formulating and screening project ideas;
- (ii) provide guidance and selectively make technical and consultancy services available to African entrepreneurs to promote and implement sound project ideas;

- (iii) assist African entrepreneurs to identify and obtain appropriate technical and managerial personnel;
- (iv) assist African entrepreneurs to select project partners and sources of equity and loan finance on appropriate terms; and
- (v) advise African entrepreneurs interested in acquiring local companies from foreign shareholders or acquiring parastatal enterprises which member countries wish to privatize.

As a specialized objective, staff in the proposed Accra-office would concentrate on export-related projects. From its past work, APDF has observed that such projects tend to be smaller in terms of investment size, and to require more intensive APDF intervention. An Accra office will be much better equipped to deal with such project, compared to the present Abidjan-based operations.

Modus Operandi: In operational terms, the Accra office would --in close coordination and cooperation with the APDF staff based in Abidjan-- identify project ideas and proposals worthy of APDF support. Following an initial assessment which would take into account the financial resources and track record of the private sponsors, the Accra-based staff would select the projects which appear technically and financially viable and which are likely to have a positive impact on the balance of payment of the country. These projects would be assigned priority and the APDF would then initiate their structuring in direct cooperation with the sponsors. The outline of the work and services to be rendered by the APDF and the funding of these services would be agreed upon in a letter of understanding.

As part of the project development process, the APDF staff would identify the need for specialized consultants and would assist in the elaboration of terms of reference that might be required for the contracting of such consultancy services. After preparation of the necessary project feasibility report(s) the APDF would assist the sponsors in the presentation to and in negotiations with investment authorities, equipment suppliers, contractors, financial institutions and potential technical/financial partners. As need be, the APDF would also assist in the identification of key staff and in the design of a management structure up to the point where all critical elements are in place and financing has been secured for the project.

In addition to the above, the Accra-based staff would --in exceptional cases-- provide assistance beyond the development phase of a project to resolve issues that might arise during implementation or start-up. Typically these would involve

problems such as asset valuations, loan disbursement conditions, preparation of tender documents, bid evaluations, etc. Resolving them would not usually involve time but would require being on the spot to resolve difficulties quickly before they cause major misunderstandings or project delays. Because of staff limitations, this critical function has been assumed only occasionally by the Abidjan-based staff. It is expected that a satellite office would become instrumental in this area.

Expected Project Output: The demand for the services which APDF can offer will depend on a number of factors outside its direct control such as the investment climate in the country, government policies, and the local availability of equity and loan financing. However, taking account of past achievements as well as likely project appraisals in 1992, the APDF expects that --with appropriate budgetary and human resources-- its output in Ghana could be expanded to 8 or 9 completed projects in the near future. Furthermore, based on the experience gained in other offices, it anticipates that the resident staff would directly assume full responsibility for the development and completion of four projects per year. Most of these projects are expected to be small, export-oriented projects where the promoter typically requires quick-response advisory services on specific topics and not so much on equipment or technology issues. More specifically, the APDF anticipates that about one-half of its activities in Ghana will contribute to export development and to improve the country's balance of payments through projects where the output is exported or where the activity serves as direct support to exporting firms. As in the past, the projects which the APDF will assist will be well diversified by mix of economic activities, with the largest category being most probably related to agriculture and agro-processing.

IV. Budget

Operating Budget: Based on the anticipated demand for its services and the estimates of staff requirements, the Accra office would need a level of funding of US\$2.873 million to be established and to remain fully operational over a 4-year period starting on January 1, 1993. This operating budget covers only direct costs and specifically excludes overheads already taken care of by the regional office. With the International Finance Corporation acting as executing agency, the Accra-based staff would have United Nations status and immunities, and would be exempted from local income taxes.

APDF proposes that fee income collected from promoters in Ghana would be paid directly to a local currency account maintained by APDF. These funds would then be used to defray certain local expenses associated with office operations and local consultant payments. Fee income would be deposited in this account irrespective of whether the project was handled directly and only by the local Accra office, or by staff from the Abidjan office working in Ghana. Fee collections are forecast at \$75,000 equivalent in 1993 (primarily because of one exceptionally large fee that is expected in 1993), and are expected to be in the range of \$50,000 annually thereafter.

ATTACHMENT III

STANDARD PROVISION FOR
GRANTS TO PUBLIC INTERNATIONAL ORGANIZATIONS

1. Allowable Costs
2. Refunds
3. Revision of Grant Budget
4. Termination Procedures
5. U.S. Officials Not to Benefit
6. Nonliability
7. Amendment
8. Notices
9. Publications
10. Audit and Records (Select and include only the applicable version as specified in the applicability statement of the provision.)
11. Payment (Select and include only the applicable version as specified in the applicability statement of the provision.)

1. ALLOWABLE COSTS

a. The grantee shall be reimbursed for costs incurred in carrying out the purposes of this grant which are reasonable, allocable, and allowable.

(1) Reasonable shall mean those costs that do not exceed those which would be incurred by an ordinarily prudent person in the conduct of normal business.

(2) Allocable shall mean those costs which are necessary to the grant.

(3) Allowable shall mean those costs which are reasonable and allocable, and which conform to any limitations set forth in this grant.

b. Prior to incurring a questionable or unique cost, the grantee is encouraged to obtain the grant officer's written determination as to whether the cost will be allowable.

2. REFUNDS

a) The grantee is encouraged to utilize interest bearing accounts where feasible and shall remit to AID all interest earned on funds provided by AID.

b) Funds obligated by AID but not disbursed to the grantee at the time the grant expires or is terminated shall revert to AID, except for such funds encumbered by the grantee by a legally binding transaction applicable to this grant. Any funds advanced to but not expended by the grantee at the time of expiration or termination of the grant shall be refunded to AID except for such funds encumbered by the grantee by a legally binding transaction applicable to this grant.

c) If, at any time during the life of the grant, or as a result of final audit, it is determined that AID funds provided under this grant have been expended for purposes not in accordance with the terms of this grant, the grantee shall refund such amount to AID.

3. REVISION OF GRANT BUDGET

a) The approved grant budget is the financial expression of the grantee's program as approved during the grant award process.

b) The grantee shall immediately request approval from the grant officer when there is reason to believe that within the next 30 calendar days a revision of the approved grant budget will be necessary for any of the following reasons:

(1) To change the scope or the objectives of the project and/or revise the funding allocation among project objectives.

(2) Additional funding is needed.

(3) The grantee expects the amount of AID authorized funds to exceed its needs by more than US\$5,000 for five percent of the AID Award, whichever is greater.

c. Except as required by other provisions of this grant specifically stated to be an exception from this provision, the Government shall not be obligated to reimburse the grantee for costs incurred in excess of the total amount obligated under the grant. The grantee shall not be obligated to continue performance under the grant (including actions under the "Termination Procedures" provision) or otherwise to incur costs in excess of the amount obligated under the grant, unless and until the grant officer has notified the grantee in writing that such obligated amount has been increased and has specified the new grant total amount.

4. TERMINATION PROCEDURES

This agreement may be terminated, in whole or in part, by either party at any time upon 30 days written notice of termination. Upon receipt of and in accordance with a termination notice from the grant officer, the grantee shall take immediate action to cease all expenditures financed by this grant and to cancel all unliquidated obligations if possible. Further, upon receipt of notice of termination, the grantee shall not enter into any further obligations under this grant. Except as provided below, no further reimbursement shall be made after the effective date of termination. The grantee shall within 30 days of the

effective date of termination repay to the Government all unexpended AID funds which are not otherwise obligated by a legally binding transaction application to this grant. Should the funds paid by the Government to the grantee prior to the effective date of termination be insufficient to cover the grantee's obligations in a legally binding transaction, the grantee may submit to the Government within 90 days after the effective date of termination a written claim for such amount. The grant officer shall determine the amount(s) to be paid by the Government to the grantee under such claim in accordance with the "Allowable Costs" provision of the grant.

5. U.S. OFFICIALS NOT TO BENEFIT

No member of or delegate to the U.S. Congress or resident U.S. Commissioner shall be admitted to any share or part of this grant or to any benefit that may arise therefrom.

6. NONLIABILITY

AID does not assume liability for any third party claims for damages arising out of this grant.

7. AMENDMENT

The grant may be amended upon mutual consent of the parties by formal modifications the basic grant document or by means of an exchange of letters between the grant officer and an appropriate official of the grantee.

8. NOTICES

Any notice given by AID or the grantee shall be sufficient only if in writing and delivered in person, mailed, or cabled as follows:

To the AID grant officer, at the address specified in the grant.

To grantee, at grantee's address shown in the grant or to such other address designated within the grant.

Notices shall be effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

9. PUBLICATION

(This provision is applicable when publications are financed under the grant)

a) If it is the grantee's intention to identify AID's contribution to any publication resulting from this grant, the grantee shall consult with AID on the nature of the acknowledgement prior to publication.

b) The grantee shall provide the AID project officer with one copy of all published works developed under this grant and with lists of other written work produced under the grant.

c) Except as otherwise provided in the terms and conditions of the grant, the author or the recipient is free to copyright any books, publications, or other copyrightable materials developed in the course of or under this grant, but AID reserves a royalty-free nonexclusive and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use the work for U.S. Government purposes.

10. AUDIT AND RECORDS (STANDARD)

(This provision is applicable when AID is not the sole contributor to the grant program.)

The grantee shall maintain books, records, documents, and other evidence in accordance with the grantee's usual accounting procedures to sufficiently substantiate charges to the grant. The Grantee confirms that this program will be subject to an independent audit in accordance with the Grantee's usual auditing procedure, and agree to furnish copies of these audit reports to AID along with such other related information as may be requested by AID with respect to questions arising from the audit report.

10. AUDIT AND RECORDS (AID SOLE CONTRIBUTOR)

(This provision is applicable when AID is the sole contributor to the grant program.)

The grantee shall maintain books, records, documents, and other evidence in accordance with the grantee's usual accounting procedures to sufficiently substantiate charges to the grant. The Grantee agrees to make available to AID or the Controller General of the United States all records and documents which support expenditures made under this program.

10. AUDIT AND RECORDS (U.N. GRANTS)

(This provision is applicable to grants to the United Nations when AID is not sole contributor. When this provision is used the "Reporting and Evaluation" clause in the grant schedule should be deleted.

It is agreed that the grantee will furnish the U.S. Government with a final report on activities carried out under this grant, including accounting for these funds in sufficient detail to enable AID to liquidate the grant. The report should be submitted to the U.S. Mission to the U.N. in New York for forwarding to the AID program Office.

It is understood that financial records, including documentation to support entries on accounting records and to substantiate charges against the grant, shall be maintained in accordance with the Grantee's usual accounting procedures, which shall follow generally accepted accounting practices. All such financial records shall be maintained for at least three years after the final disbursement of funds under this grant.

The Grantee confirms that the grant account will be audited in accordance with established procedures under appropriate provisions of the financial regulations and rules of the United Nations.

Any funds disbursed by AID, but not committed by the Grantee prior to the expiration date shall be refunded to AID Funds not used for the purpose of this Grant shall be refunded to AID by the Grantee.

11. PAYMENT (PERIODIC ADVANCE)

(This provision is applicable when: (1) the grantee maintains procedures to minimize the time elapsing between the transfer of funds and the disbursement thereof, and (ii) the grantee's financial management system meets generally accepted accounting standards for funds control and accountability.)

a) Periodic advances shall be limited to the minimum amounts needed to meet current disbursement needs and shall be scheduled so that the funds are available to the grantee as close as is administratively feasible to the actual disbursements by the grantee for program costs. Cash advances made by the grantee to secondary recipient or the grantee's field organizations shall conform substantially to the same standards of timing and amount as apply to cash advances by AID to the grantee.

b) The grantee shall submit requests for advances (using SF-270, "Request for Advance or Reimbursement") at least monthly to the paying office specified in the grant letter. Requests shall state the estimated disbursements to be made during the period covered by the request, less the estimated balance of cash on hand at the beginning of the period and the advance amount being requested.

c) The grantee shall submit a "Financial Status Report" (SF-269A) quarterly, no later than 30 days after the end of the period, to the paying office specified in the grant letter. The report shall show disbursements, advances received, and any cash remaining on hand for the period covered by the report. Within 90 days following the expiration of the grant, the grantee shall submit a SF-269A showing total disbursements, total advances received, and any cash remaining on hand, which will be refunded to AID.

d) If at any time, the AID Controller determines that the grantee has demonstrated an unwillingness or inability to: (1) establish procedures that will minimize the time elapsing between cash advances and the disbursement thereof, (2) timely report cash disbursements and balances as required by the terms of the grant, and (3) impose the same standards of timing of advances and reporting on any subrecipient or any of the grantee's overseas filed organizations; the AID Controller shall advise the grant officer who may suspend or revoke the advance payment procedures.

11. PAYMENT (COST-REIMBURSEMENT)

(This provision is applicable when the grantee does not meet the standards for a letter of credit or for periodic advances)

The grantee shall submit to the paying office indicated in the grant letter an original and 3 copies of SF 1034, "Public Voucher for Purchases and Services Other Than Personal" and SF 1034A, Continuation of SF 1034, normally once a month, but in any event no less than quarterly. Each voucher shall be identified by the grant number and shall state the total costs for which reimbursement is being requested.

11. PAYMENT (LETTER OF CREDIT)

(This provision is applicable when a Letter of Credit is requested by the grantee and approved by AID's Office of Financial Management.)

a) Payment under this grant shall be by means of a Letter of Credit (LOC) in accordance with the terms and conditions of the LOC and any instructions issued by the AID Office of Financial Management, Program Accounting and Finance Division (FA/FM/CMP).

b) As long as the LOC is in effect, the terms and conditions of the LOC and any instructions issued by FA/FM/CMP constitute the payment conditions of this grant superseding and taking precedence over any other clause of this grant concerning payment.

c) If the LOC is revoked, payment may be made on a cost-reimbursement basis, in accordance with paragraph e. of this clause.

d) Revocation of the LOC is at the discretion of FA/FM/CMP after consultation with the grant officer. Notification to the recipient of revocation must be in writing and must specify the reasons for such action. The recipient may appeal any such revocation to the grant officer, in accordance with the Disputes clause of this grant. Pending final decision, payments under the contract will be in accordance with paragraph e. of this clause.

e) If the LOC is revoked, the grantee shall submit to the AID Controller an original and 3 copies of SF 1034, "Public Voucher for Purchases and Services Other Than Personal" and SF 1034A, Continuation of SF 1034, normally once a month, but in any event no less than quarterly. Each voucher shall be identified by the grant number and shall state the total costs for which reimbursement is being request.

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES (PIO/T)

1. Cooperating Country GHANA	2. PIO/T No. 641-0126-3-20090	3. PIO/T Amend No.
4. Project/Activity No. and Title 641-0126 Trade and Investment Program - Grant Funding to APDF	5. Appropriation Symbol(s) 72-1121021	
	6. Budget Plan Code(s) GDNA-92-21641-JG13	
7. Pro Ag No. or Project Authorization/Date 641-0126 dated 9/30/92	8. Obligation Status <input type="checkbox"/> Administrative Reservation <input type="checkbox"/> Implementing Document	
9. Project Assistance Completion Date (Month, Day, Year) 12/3/96	10. Authorized Agent USAID/Ghana	
11. Type of Action and Governing A.I.D. Handbook: A. A.I.D. Contract (HB 14) B. A.I.D. Grant or Cooperative Agreement (HB 13) C. PASA/RSSA (HB 12) D. Other		12. Contract/Grant/Cooperative Agreement/ PASA/RSSA Reference Number (If this PIO/T is for an order or a modification to an award)

13. A.I.D. Funding (Attach a detailed budget in support of column (2) as Attachment A.				
	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
A. Dollars	-0-	\$707,000.00		\$707,000.00
B. U.S.-Owned Local Currency				

14. Mission References

15. Instructions to Authorized Agent

Grant Officer is requested to execute a grant with the International Finance Corporation (IFC) for the implementation of the Africa Project Development Facility under TIP in accordance with terms and conditions as set forth in Attachments 1, 2, and 3 of the Grant Agreement.

RCN: D220093 ECN: P320038 ELEMENT: .02

16. Address of Voucher Paying Office
Controller, USAID/Ghana

17. Clearances - Include typed name, office symbol, and date for all clearances.
A. The Project Officer certifies (1) that the specifications in the statement of work or program description are technically adequate, and (2) that (for contract actions only) all program personnel who are defined as procurement officials under 41 U.S.C. 423 have signed the Procurement Integrity Certification (OF-333).

Signature: Peter Weisel, TAPSO <i>Peter Weisel</i>	Date: 12/7/92 Phone No: 205
B. The statement of work or program description lies within the purview of the initiating office and approved agency programs.	C.
Signature: Denise Rollins, A/PRM <i>Denise Rollins</i>	Signature: Jeffrey Bell, CO <i>Jeffrey Bell</i> Date: 12/14/92
D. Funds for the services requested are available: <i>Y.H.</i>	E.
Signature: Ronald Hammersley, CONT <i>Ronald Hammersley</i>	Signature: Dawn Liberi, D/DIR <i>Dawn Liberi</i> Date:

18. For the Cooperating Country: The terms and conditions set forth herein are hereby agreed to:
Signature: Charles Abakah *Charles Abakah* Title: Director, IERD-MFEP Date: 13-1-93

19. For the Agency for International Development:
Signature: Joseph Goodwin *Joseph Goodwin* Title: Director, USAID Date: 1/14/93

FOR CONTRACT ACTIONS ONLY: SOURCE SELECTION INFORMATION--SEE FAR 3.104. THIS DOCUMENT, OR PORTIONS THEREOF, CONTAINS PROPRIETARY OR SOURCE SELECTION INFORMATION RELATED TO THE CONDUCT OF A FEDERAL AGENCY ACQUISITION, THE DISCLOSURE OF WHICH IS RESTRICTED BY LAW (41 U.S.C. 423). UNAUTHORIZED DISCLOSURE OF THIS INFORMATION MAY SUBJECT BOTH THE DISCLOSER AND RECIPIENT TO CONTRACTUAL, CIVIL, AND/OR CRIMINAL PENALTIES AS PROVIDED BY LAW.

FOR OTHER ACTIONS: UNAUTHORIZED DISCLOSURE OF PROPRIETARY OR SOURCE SELECTION INFORMATION MAY SUBJECT AN EMPLOYEE TO DISCIPLINARY ACTION.

PIO/T No. 641-0126-3-20090

20. Special Provisions

A. Language Requirements (specify) (Include funds in budget for testing, as required.)

English

B. Access to classified information will will not be required by technical specialists. (Indicate level)

C. Duty post(s) and duration of technical specialist(s) services at post(s) (months): Accra/G
(1) 48 PM (2) 36 PM

D. Dependents' travel and support will will not be funded by A.I.D.

E. Geographic code applicable to procurement under this PIO/T is: (If other than authorized in Project Authorization, attach waivers(s))
 1. 000 3. 935 5. Other (Specify)
 2. 899 4. 941

F. Salary approval(s) to exceed FS-1 salary ceiling are:
 1. attached 2. In process 3. N/A

G. Cooperating country acceptance of this project:
 1. has been obtained 2. is in process
 3. is not applicable to services required by PIO/T.

H. Justification for use of external resources for advisory and assistance services is:
 1. attached 2. N/A

I. Clearance for procurement of ADP equipment, software, and services is:
 1. attached 2. In process 3. N/A

J. OMB approval of any report to be completed by ten or more members of the general public under the statement of work is:
 1. attached 2. In process 3. N/A

K. Participant Training is is not being funded as part of this PIO/T.
 (If so, attach Budget Estimate Worksheet, Form AID 1382-10)

L. Requirement (contracts only) is recommended for:
 1. small-business set-aside 2. SBA 8(a) program
 3. disadvantaged-enterprise set-aside 4. No recommendation

M. Other (specify)

21. Provisions for Logistic Support	IN KIND SUPPLIED BY		FROM LOCAL CURRENCY SUPPLIED BY		TO BE PROVIDED OR ARRANGED BY SUPPLIER	N/A
	A.I.D.	COOPERATING COUNTRY	A.I.D.	COOPERATING COUNTRY		
A. Specific Items (Insert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain in C. "Comments")						
(1) Office Space					X	
(2) Office Equipment					X	
(3) Housing and Utilities	X					
(4) Furniture	X					
(5) Household Appliances (Stoves, Refrig., etc.)	X					
(6) Transportation in Cooperating Country					X	
(7) Transportation To and From Country					X	
(8) Interpreter Services/Secretarial						
(9) Medical Facilities (Health Room)						X
(10) Vehicles (official)					X	
(11) Travel Arrangements/Tickets					X	
(12) Nightwatchman for Living Quarters	X				X	
(13)						
(15)						
(16)						

B. Additional Facilities Available From Other Sources:
 1. Diplomatic Pouch 2. PX 3. Commissary
 4. Other (Specify, e.g., duty-free entry, tax exemptions)

C. Comments:
 Commissary, American Club and Health Unit privileges may be available based on prevailing Mission policy.

PIO/T No. 641-0126-3-20090

22. Relationship of Contractor or Participating Agency to Cooperating Country and to A.I.D.

A. Relationships and Responsibilities:

Grantee will work independently and submit Annual Business Plan and Progress reports to TAPSO, USAID/Ghana. See details of reporting requirements in Attachment 1.

B. Cooperating Country Liaison Officials:

Americas Desk Officer, MREP

C. A.I.D. Liaison Officials:

Chief, TAPSO
Program Manager, TAPS

23. Background Information (additional information useful to authorized agent)

24. Summary of attachments that accompany the PIO/T (check applicable boxes)

- A. Detailed budget estimate in support of increased funding (Block 1.)
- B. Evaluation criteria for competitive procurement
- C. Justification for procurement by other than full and open competition or noncompetitive assistance
- D. Statement of work or program description
- E. Waiver(s) justification(s), clearance(s), certification(s), approval(s) (specify number)

25. Distribution of PIO/T