

Services to
U.S.A.I.D.



Price Waterhouse Associates



PD-ABA-343

AN OVERVIEW OF
PRICE WATERHOUSE
SERVICES TO USAID UNDER
USAID/REDSO/ESA IQC NO. 623-0000-C-00-6016-00

SECTION I

WHO IS PRICE WATERHOUSE

Price Waterhouse is one of the world's leading professional firms. It offers audit, accounting, management consultancy, tax and other services to business and government throughout the world. Price Waterhouse staff now number 30,000 of whom 2,100 are partners. It has 350 offices operating in 95 countries grouped in twenty-one national and regional firms.

The world firm of Price Waterhouse guides and coordinates the development of worldwide policy, monitors quality control programs, coordinates continuing education activities and facilitates interchange of personnel and technical information among the firms.

Price Waterhouse is not a loose confederation of firms, offices, and people. Nor is it a highly structured hierarchy in which all significant decisions must be deferred to a central office. Rather, Price Waterhouse is organized on an international level to emphasize a combination of responsiveness to the national and local environments everywhere we practice and a world standard of excellence of service.

All partners have professional autonomy in the Price Waterhouse firm in which they practice. At the same time, they are members of the world firm, are bound by its standards, and share a set of common objectives.

From the firm's earliest beginnings in 1849, Price Waterhouse's founders clearly saw that the key to a strong international practice was to follow the major world capital flows and to structure around them an integrated network of nationally-owned and operated firms, mutually supportive and subscribing to the highest common professional standards. Our partners and staff at each practice office have extensive contacts in all national sectors and are intimately acquainted with the complex economic, political, social, cultural and governmental factors that affect business activities in their respective countries.

United States Firm

The Price Waterhouse firm in the United States is the largest of our twenty-one national and regional firms worldwide. It was established to serve the needs of international and domestic businesses actively engaged in the nation's industrial development and westward expansion. The U.S. firm currently employs more than 10,000 persons, located in 92 offices throughout the country.

Over 1,200 full-time employees of the U.S. firm and an equal number overseas are involved in a wide range of consulting services to public and private sector clients. A significant portion of the firm's consulting capability is to be found in the Office of Government Services (OGS), located in Washington, which serves international organizations, foreign governments, U.S. federal, state and local governments, as well as private clients in their dealings with governments.

The Office of Government Services, presently composed of over 300 professionals, is one of the largest public sector consulting organizations in the U.S. It is the principal source of the U.S. firm's capability in providing consulting services to developing countries. It also maintains close contact with official development assistance agencies located in Washington, including the U.S. Agency for International Development.

Among the principal areas of the firm's public sector consulting capabilities are the following:

- o Financial analysis, management, planning and control
- o Institutional improvement services for governmental agencies and state enterprises.
- o Comprehensive financial, tax, and consulting services to business enterprises.
- o Regulatory analysis and compliance reviews, and public utility pricing.
- o Acquisition and mergers services
- o Development project identification, planning, preparation of feasibility studies, and project evaluation.
- o Strategic and operational planning.
- o Organization, methods, and productivity improvements
- o Foreign trade and investment development services.

- o Management information systems and automated data processing applications.
- o Data collection and demand analyses, surveys, and economic policy analyses.
- o Energy policy, planning, and management.

Many international development agencies and foreign governments turn to Price Waterhouse for management consulting services because:-

- o They desire an independent and professional viewpoint.
- o They lack the trained manpower and in-house expertise to carry out major management improvement efforts.
- o They are aware of the professional excellence of Price Waterhouse personnel in a range of consulting services.
- o They wish to take advantage of Price Waterhouse's worldwide office network which can enhance the quality of consulting activities undertaken in many developing countries.
- o They are familiar with the firm's work for, and contacts with, major firms and institutions with widely recognized excellence in management practices.

Price Waterhouse in East and Southern Africa

USAID REDSO/ESA coincides with the geographic responsibilities of the PW Africa and PW Zimbabwe firms. The former has responsibility for the area north of the Zambezi while the latter undertake work in Zimbabwe, Botswana, Lesotho and Swaziland. Price Waterhouse has offices in the following cities:

Botswana	-	Gaborone
	-	Francistown
Kenya	-	Nairobi
	-	Mombasa
Malawi	-	Blantyre
	-	Lilongwe
Zambia	-	Lusaka
	-	Kitwe
	-	Ndola
Zimbabwe	-	Harare
	-	Bulawayo.

In addition Price Waterhouse has correspondent firms with whom the firm works in association:

Tanzania	-	Dar es Salaam
Mauritius	-	Port Louis

Together the firms operate 13 offices in seven countries in the region with a total of 30 partners and over 280 professional staff. All countries in East and Southern Africa are serviced from the above offices.

It is the firm's goal to continue this practice growth and professional staff development, and it is constantly exploring new opportunities to meet the needs of existing and future clients. This commitment to growth is rooted in a firm belief in the tremendous economic potential of the region and in a desire to support the area's economic development demands, today and in the future.

The Office of Government Services works closely with its colleagues in Price Waterhouse Africa in support of projects financed by the Agency of International Development, the World Bank, and other development agencies.

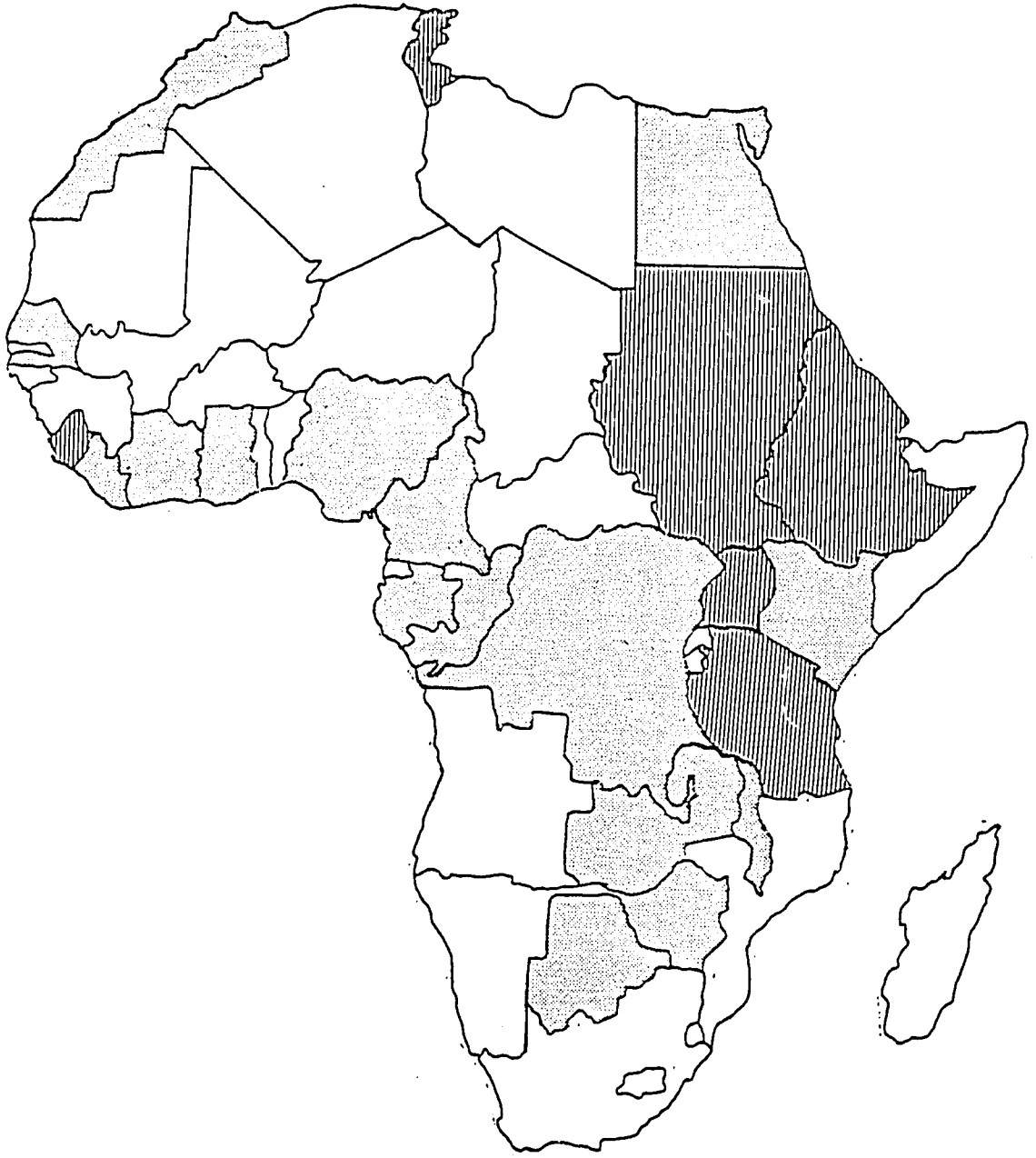
Price Waterhouse - Nairobi


The Price Waterhouse Nairobi office includes a professional staff in excess of 150 people, of whom 8 are partners. Price Waterhouse Associates Limited is the consulting arm of Price Waterhouse with 25 professional consultants. The firm is a limited liability company incorporated under the Laws of Kenya. It is a wholly owned subsidiary of Price Waterhouse Associates (International), a Washington D.C. based corporation.


The Nairobi office of Price Waterhouse Associates is the regional headquarters for consultancy assignments in the PW Africa region. As such, consultants in Nairobi have experience of working in many of the countries in the East and Southern Africa area.

While Price Waterhouse offices have undertaken work in all countries in the region, Nairobi staff have completed assignments in Ethiopia, Kenya, Malawi, Burundi, Mozambique, Somalia, Sudan, Tanzania, Uganda and Zambia.

PRICE WATERHOUSE IN AFRICA



 PRICE WATERHOUSE
FIRMS

 ASSOCIATE FIRMS
(Associate firm also in Mauritius.)

SECTION II

WHY YOU SHOULD CHOOSE PRICE WATERHOUSE

To properly serve USAID, we believe it is necessary to commit competent and dedicated professional staff on a full time basis. We also believe that the approach employed in managing these professionals will have a direct impact on the quality of service which Price Waterhouse will render to USAID Missions.

Therefore, we consider it important to let USAID officials know the steps Price Waterhouse has taken to ensure outstanding service, as well as the management structure which has been developed for this IQC.

Price Waterhouse is specifically qualified to support USAID REDSO/ESA in this important engagement for the following reasons:

- o We have specifically committed top quality personnel from the U.S. and Africa for this purpose.
- o Timely and effective decision-making, and commitment and control of PW resources in Africa is ensured by the assignment of Mr. Howard Digby-Johns, Partner-in-charge of consulting for Anglophone Africa, to be the on-site Partner with responsibility for this Project.
- o As Project Manager, we have seconded to Nairobi an experienced Consulting Manager from our Office of Government Services in Washington, D.C., Mr Doug Franke, who has had extensive overseas experience of U.S and foreign Government funded assignments.
- o To ensure timely and effective coordination of resources that may be required from the U.S., the U.S. Partner is Mr Charles MacVeagh, who is in charge of international consulting services for the U.S. firm. Assisting Mr MacVeagh in this effort is Mr. William Lawrence, who also has responsibility for managing our current International FMS IQC with AID Washington.
- o It is important to note that the Senior PW team members on this assignment, Messrs MacVeagh, Digby-Johns, Lawrence, and Franke, have worked closely together in numerous other international assignments, and thus represent a unique Africa-U.S. resource management and control capability that will be able to provide better service to USAID on this IQC.

- o Our multi-country consulting organization, headquartered in Nairobi, can provide effective, timely, coordinated responses to USAID requests under this IQC.

Price Waterhouse is the only firm with a significant presence in Nairobi that is organized on a Pan-African basis. Our Senior Consulting Partner in Nairobi, Mr Howard Digby-Johns, has direct responsibility for consulting services in most Anglophone countries in Africa, and thus is an on-the-spot decision-maker who can provide a singularly effective support to REDSO area Mission requests.

- o We have an unparalleled record in performing successful work order assignments.

Price Waterhouse is currently under contract with USAID and five other federal agencies on a work order basis. We have found the work order method to be an advantageous mechanism for clients to obtain expeditious, quality consulting services. The depth of our professional staff able to respond to work orders is illustrated by the individuals we have assigned to the IQC, each of whom was specifically selected to meet the particular needs of the functional areas identified in the RFP. We pride ourselves in being able to respond quickly and effectively to work order requirements, which our experience has shown need to be concluded on an expeditious basis.

Management Structure

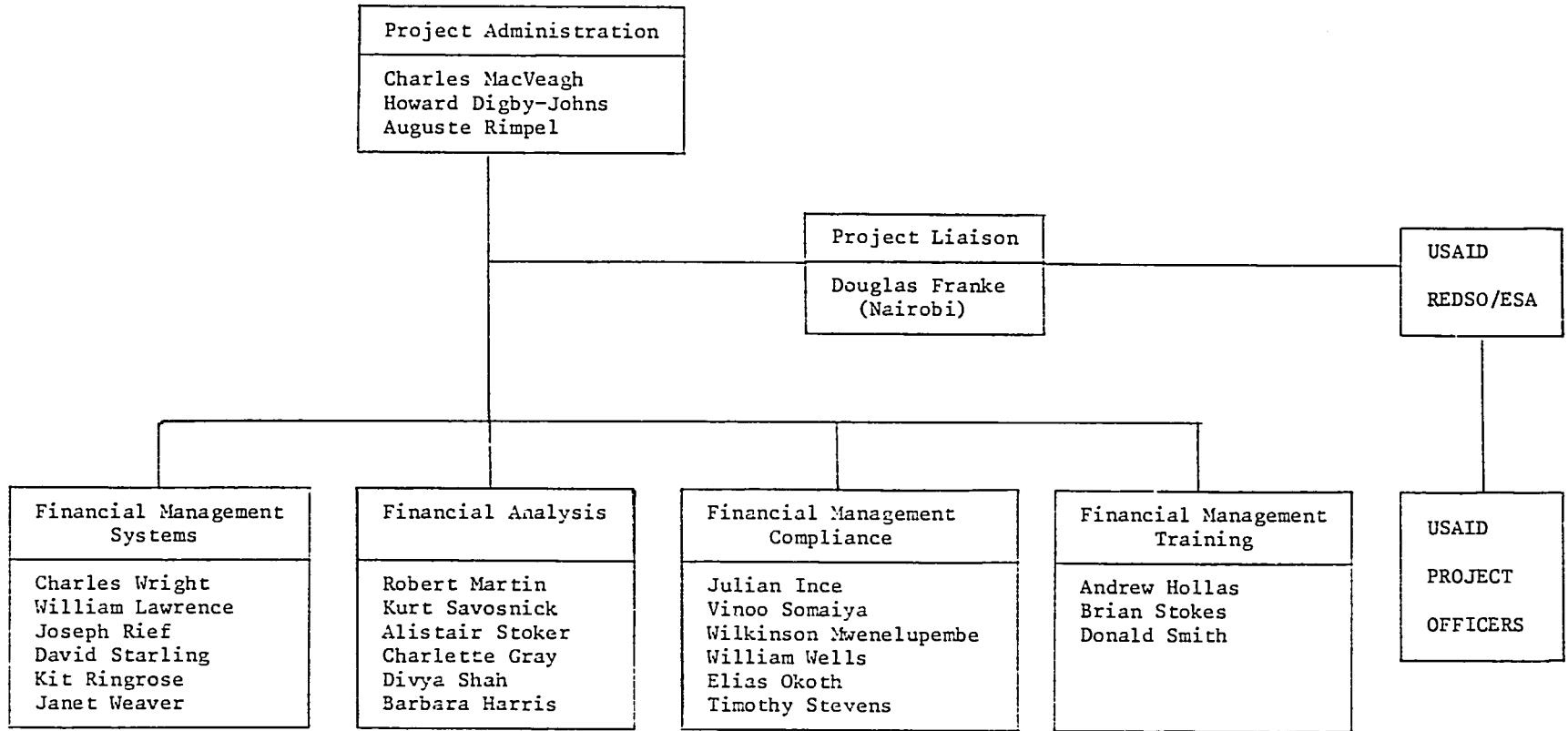
1. The Price Waterhouse team understands the AID work order requirements and has devised a proven management approach to support each work order. The key elements of our approach are:
 - o To put in place a management team directed towards meeting the timing and work product requirements of each individual work order.
 - o To establish initially a set of procedures to ensure that each work order is managed and completed in a uniform manner.

Below, we summarize our project team organization and work order planning procedures. These procedures have been tested and work well in a delivery order environment.

2. The organizational structure Price Waterhouse developed for this work order project ensures timely and successful completion of each work order. On the following page we show our Project Organization (EXHIBIT A - 1). This organizational structure is designed to achieve:
 - o Effective utilization of the knowledge and experience of Price Waterhouse project personnel.
 - o Clearly defined reporting lines and assignment of responsibilities.
 - o Coordination of effort between members of the project team (working on both the same and different work orders) and USAID REDSO/ESA or Mission personnel.
 - o Timely performance and cost-effectiveness in the conduct of work orders.
 - o Assurance of producing quality products that meet the defined needs of USAID REDSO/ESA and Missions.

3. Upon receipt of a work order, a Project Partner and Manager will select the project team with the requisite qualifications and experience to complete the work within the time requirements of USAID. The extent of our firm's resources in East and Southern Africa will permit us to supply AID with qualified professionals who will meet the high standards required for its projects. When necessary we will call upon our staff in the Office of Government Services, Washington D.C. to provide specialist support. We have successfully managed and completed numerous USAID engagements in Africa with mixed African and OGS staff.

P R O J E C T O R G A N I Z A T I O N



Of the above, 21 are resident in East and Southern Africa

4. Liaison with USAID REDSO/ESA

Our project organization includes a Project Manager to act as the primary point of contact between USAID REDSO/ESA and the Nairobi headquarters of Price Waterhouse Associates. Work orders under the IQC will be issued for assignments in up to 20 countries in East and Southern Africa. It is essential that there is an effective link on each work order between Missions, USAID REDSO/ESA and the 13 Price Waterhouse offices which may be involved in undertaking the work.

5. Work Order Planning

Upon receiving a work order, the Project Partner and Manager will develop a detailed project plan in response to that order which provides our proposed approach to meeting the objectives stated in the work order. We will develop a project plan for each work order within the stipulated number of days after work order issuance. Each project plan will address the following:

- o Task Identification: Derived from the statement of work.
- o Background and Understanding of the Problem: Identifies over-all objectives and specific deliverables needed to meet those objectives.
- o Task Plan: Identifies and describes project phases and steps necessary to complete the work. It will identify and discuss methodologies to be used and staffing requirements to complete the task. We will prepare milestone charts identifying all deliverables and associated dates.
- o Cost Proposal: We will submit manpower loading for the work order.
- o Deliverables: We will submit both a discussions draft and a final report for all completed work orders and interim progress reports where required.

6. Project Partners

It is Price Waterhouse policy that each engagement such as this IQC be under the direction and control of a partner of the firm. With the particular requirements of this IQC for immediate linkage between USAID REDSO/ESA and the Nairobi Office of Price Waterhouse, we propose two Project Partners. While final responsibility will rest with the Office of Government Services, Washington D.C., responsibility for the successful performance of work orders will be with a partner in the Nairobi office of Price Waterhouse.

The Nairobi Partner will:

- o work to ensure that the most qualified personnel are assigned to each work order,
- o direct and report with Project Managers on the progress of each work order,
- o advise and consult on technical aspects of work orders,
- o review all deliverables to ensure quality control, and
- o ensure that all required resources of Price Waterhouse are made available.

The Project Partner in Washington for this engagement is Mr Charles MacVeagh. Mr MacVeagh has been involved with a huge number of accounting and financial management engagements since joining the firm in 1959. As International Projects Partner in the Office of Government Services, he has been responsible for the development and supervision of management consulting projects throughout the world, including a very significant number of engagements for the Agency for International Development. Prior to this role, he served a Tour of Duty as President of Price Waterhouse Associates, International, responsible for coordinating the activities of all major Price Waterhouse International consulting engagements. Having gained a reputation as one of the most knowledgeable Price Waterhouse Partners in the area of international government consulting, Mr MacVeagh is most qualified to meet the requirements of AID.

The Project Partner in Nairobi is Mr Howard Digby-Johns. He has ten years experience of working on and directing consultancy projects in East and Southern Africa, in particular assignments funded by USAID and other international donors. Mr Digby-Johns is the Partner in Charge of regional consultancy services.

7. Project Managers

It is the policy of Price Waterhouse that each major engagement, especially one with the diversity of work orders envisaged under the IQC, be assigned a senior level Project Manager to ensure the day-to day continuity of management and overall project control. The Project Manager will:

- o Assume administrative responsibility for the conduct of all work orders;

- o Along with the Project Partner, serve as the focal point for contact between the Agency for International Development Liaison Officer and the Price Waterhouse team;
- o Assist in all work order staffing decisions;
- o Provide day-to-day guidance to the work order managers and staff to ensure adequate technical supervision;
- o Monitor the progress of work on each work order to ensure timely completion within budget;
- o Participate in the work order performance and analysis as required.

We have selected two project managers for this assignment because of their extensive experience with international assignments and USAID projects in Africa and elsewhere. As with the Project Partners one is in the Office of Government Services, Washington D.C., while the other is in the Nairobi office of Price Waterhouse. We anticipate that the bulk of the work undertaken will be from Nairobi in accordance with the overall aims of the IQC.

Mr William Lawrence is the responsible Project Manager in Washington. He is currently the Project Manager in charge of a worldwide Financial Management IQC awarded to Price Waterhouse. He has experience of USAID assignments in Africa, South and Central America and Asia and is ideally suited to this role.

The Project Manager in Nairobi is Mr Douglas Franke. Mr Franke has been seconded to the Nairobi Office of Price Waterhouse from the Office of Government Services in Washington D.C. His tour of duty in Nairobi will cover the duration of this IQC. His recent experience in Africa includes managing a review on behalf of USAID Sudan of the transportation of Title II PL480 Relief Commodities and the installation of a Real Estate Management System on behalf of the Department of State. He also has undertaken CIP monitoring in Kenya and work for AID in Burundi.

8. Managers

It is likely that a number of work orders may be in process concurrently under this proposed Indefinite Quantity Contract. We have identified a number of project staff who will assume the role of Work Order Managers. Each Work Order Manager will be assigned based upon the technical, managerial, and geographic requirements of the work order. All Work Order Managers will be responsible for the day-to-day, on-site management and administration of the assigned work order. Specifically, they will:

- o Provide management, technical leadership and general administrative guidance to the project staff;
- o Perform work order planning and analysis;
- o Provide time and budget control for the assigned work order;
- o Prepare all required financial and technical documents, including periodic progress reports;
- o Provide on-site contact with the Agency for International Development's project officer for the subject work order;
- o Review all work order documents and deliverables, including interim and final reports, major findings, conclusions and recommendations.

9. Work Order Staff

Work Order Managers will be assisted by a number of highly qualified Price Waterhouse professionals to effectively and efficiently complete any work order generated under this IQC. Price Waterhouse staff for this IQC fall under the following categories.

- o Senior Accountant
- o Junior Accountant
- o Systems Analyst/Systems Accountant
- o Financial Analyst

Certain work orders may require an experienced accounting and financial management instructor. We have staff with this expertise under the above categories.

We will use those individuals we believe best meet the requirements of USAID REDSO/ESA, and of Missions in the Region.

SECTION III

TYPES OF WORK ALLOWED UNDER THE IQC AND THE PRICE WATERHOUSE METHODOLOGY

1. As noted in the Statement of Work, (Exhibit 1) six general areas for work orders under the Indefinite Quantity Contract are detailed. Within each area, specific potential requirements are stated. An analysis of these specific requirements highlights our major areas of financial and accounting expertise. These may be summarized as follows:
 - Financial analysis of projects
 - Financial management systems
 - Financial management compliance
 - Financial management training

Below we set out for each of these areas our understanding of the work required, our approach and methodology and our experience.

2. The selection criteria in the Request for Proposal included seven areas of expertise related to the above. In Section IV we set out a matrix of individual assignment experience and details of those projects to demonstrate our capability in those seven areas.
3. FINANCIAL ANALYSIS OF PROJECTS

AID missions have been delegated increasing authority and responsibility to approve projects up to specified financial amounts with limited review in AID. This expanded delegation of authority implies a need for greatly improved capability to plan and evaluate the institutional arrangements, implementation plans and procedures, and particularly the financial management aspects of new activities.

This is especially important when the Mission must ensure adequate financial analysis of economic development projects. This analysis must be conducted to evaluate economic or financial feasibility of proposed projects. In addition, ongoing projects must be evaluated to measure project performance against project purposes and targets. The specific elements included in the Statement of Work dealing with financial analysis are:

- Examine proposed AID projects within the East and Southern Africa Region to determine financial and economic feasibility through the use of cost/benefit analysis, risk analysis, opportunity cost studies and statistical analysis for use in the development of the project proposed for AID financing
- Review and analyze financial statements of proposed project entities to determine financial viability for future growth and development
- Develop cash flow projections of proposed project entities based on budgeted revenues and expenditures.

Our understanding of these potential tasks indicates the following logical distinction between financial and economic analysis.

3.1 Financial Analysis

We examine the financial viability or profitability of projects and determine if resources are adequate to finance planned activities as they occur, and compare project performance with established goals and objectives through the use of:

- Costing of inputs and operations to determine the cost of each project element and total project cost including contingencies, and selecting among alternative activities
- Determining the financing plan which includes the type, quantify, sources and timing of contributions
- Reviewing and analyzing financial statements of proposed project entities to determine financial viability for future growth and development
- Developing cash flow projections of proposed project entities based on budgeted revenues and expenditures
- Reviewing financial management competence in light of its ability to establish adequate financial controls and meet reporting requirements
- Applying appropriate analytical techniques such as

- ratio analyses
 - discounted cash flow methods leading to the calculation of a rate of return
 - least-cost comparison of alternatives
- Developing/analyzing existing financial management information systems that will provide data necessary for monitoring and evaluating the proposed AID financial projects.
 - Comparing project inputs/products with planned inputs/products, analyzing differences and making recommendations
 - Determining projects' effects and impacts, comparing these to objectives, analyzing their desirability and recommending changes
 - Examining reasons for performance below established goals and objectives, including an analysis of project assumptions.

3.2 Economic Analysis

We examine the social and economic profitability measured by the macro-indicators, or the net economic benefit to the society as a whole. These include employment growth and growth in GNP, investments and exports. Analyses are similar to those used in financial analysis except that "real" or "constructed" costs (shadow and opportunity costs) are used instead of market prices. Principal elements to be taken into account, adjusted or excluded are: subsidies and taxes, exchange rates, interest rates, controlled prices, immeasurable benefits, balance of payments and foreign exchange needs, and equity and distribution of benefits.

3.3 Our Approach and Methodology

Feasibility studies require that all activities and operations be assigned a cost when being considered. In this way, mechanisms to achieve the project objectives are subjected to a cost/benefit analysis early in the planning stage to avoid subsequent costly rejection of infeasible plans. Price Waterhouse's approach is to examine the cost of each project element and determine if the benefits outweigh the costs, taking into account the time value of resources invested. In the case of non-revenue generating projects, a least-cost analysis is applied to competing alternatives and a decision made as to whether financing is adequate and timed to coincide with scheduled disbursements. Methodologies to be applied will be those described earlier, but in all cases customized to the particular engagement.

Our previous experience in analyzing projects has shown that the logical framework matrix, if developed in project planning, combined with the project's periodic monitoring reports, such as monthly or quarterly wordplay and budget comparisons with actuals, is an adequate basis from which to conduct an evaluation of a projects's performance.

An important subsequent step is examining the statistical and measurement methodologies used by the project to determine the project outputs. The products of health and education projects are different than those of, for example, agricultural diversification projects. Thus, each project must be analyzed on an individual basis. It is also important to establish that the results of the project have been isolated from factors external to the project.

Once products, effects and impacts of the project have been isolated and compared with the planned objectives and goals, a structured program of technical analyses and interviews is carried out to examine why the objectives and goals were or were not met. The final results of this approach are recommendations on how to realign project execution with its objectives or recommendations directed toward planning and executing similar projects.

3.4 Our Experience

We have successfully utilized this approach on numerous engagements dealing with financial analysis for AID and other donor agencies. Details are included in Section IV but two recent projects are described below.

For the World Bank we prepared financial analyses for the Water and Sewerage Department of the Nairobi City Commission to determine the sensitivity of tariff structures in relation to alternative capital development programs and funding availability over the next ten years. The work involved the assessment of the existing institutional framework, organization and accounting structure and recommendations for improvement.

We currently have an IQC with AID/PRE to assist developing countries to identify and expedite proposals for potential AID projects. Under this IQC we have provided development project planning, financial analyses, and evaluation services to AID Missions and host governments.

4. FINANCIAL MANAGEMENT SYSTEMS

One of the key objectives of the work to be conducted under this IQC is to improve the financial management systems capability of the implementing agents, the host government agencies, or the AID mission itself. There is a clear requirement for the Mission to enhance its capability to ensure effective systems and procedures are in place in the implementing agencies.

We understand that the general requirement for these reviews is to establish a degree of reliance on the financial management systems and capabilities of the implementing agents to perform the required procedures and operate the financial systems to effectively negotiate and administer host country contracts. While the specific work will be assigned and conducted on a work order basis, the RFP's Statement of Work specifically mentioned the following types of proposed services dealing with the review, modification and implementation of financial management systems:

Project Financial Analysis

- Develop or analyze existing financial management information systems which will provide the data necessary for monitoring and evaluating the proposed AID financed projects.

Host Government/Contractor/Grantee Financial Review

- Evaluate capabilities to account and report for USAID funds based on a review of the organization's system of fund accounting, voucher payment, and internal control.
- Assess the financial and management capabilities of the organizations which would implement AID-financed projects

Financial Management Improvement Reviews

- Perform financial reviews within the Missions' financial priorities involving debt collection, internal control, cash management, accounting systems, audit and/or evaluation follow-ups.
- Review and document various elements of the financial management system and recommend alternate procedures for improved efficiency and effectiveness.

Financial Management of Commodity Assistance Program

- Review, monitor, and report on the generation of and accounting controls over local currency proceeds resulting from the sale of commodities under commodity assistance programs.

In studying the Statement of Work related to financial management systems the following major concerns became evident:

- Internal control and accountability
- Capabilities of the agent's systems
- Satisfaction of government requirements
- Operating effectiveness of the systems

The reviews of the financial management systems should address these four basic concerns. In addition, the scope of these systems should range from simple, manual-based bookkeeping systems to complex computerized financial management systems. Our approaches to these reviews must consider this range of complexity and must be accordingly adaptable.

4.1 Our Approach and Methodology

To meet these objectives we will utilize a combination of comprehensive methodologies which have been built on our foundation of:

- Experience with government requirements of Treasury, OMB, GAO and Congress
- Experience in dealing with foreign governments, their enterprises and agencies
- Experience with other AID IQC contracts.

These methodologies have been formalized into either publications or work programs prepared for internal use. In either case they will be tailored for use depending upon the work requirements of the orders.

In addition to control-related approaches we will also employ comprehensive methodologies to evaluate systems and procedures and their usefulness in satisfying operational and reporting requirements. These requirements emanate from two areas: internal financial management and government reporting. The significant advantage of this approach lies in the factfinding tools it uses:

- The Work Flow/Control Checklist - includes a series of pre-defined questions, analyses and "Quick Tests" which enable a consultant to gather a comprehensive body of information on the client's application and to gather this information with minimal disruption of the daily activities of client personnel.

- The Symptom-Problem Identification Worksheet - details common symptoms of processing inefficiencies or policy and procedural weaknesses. Information gathered on the Work Flow/Control Checklist is analyzed against pre-established standards and potential problem areas are highlighted for further analysis.
- The Standard Features Comparison Worksheet - identifies those features and practices which are necessary for efficient management of the function. The problem areas identified on the Symptom-Problem Identification Worksheet can be further analyzed by performing a comparison of standard features to existing features.

In addition we can also draw upon more technical reference material which have become our standard tools for detailed analysis of the technical aspects of computer systems. These include: Computer Installation Effectiveness Review (CIER), Data Security Review (DSR), and Systems Management Methodology (SMM).

CIER is our methodology to evaluate the controls, effectiveness and technical efficiency of a data processing installation. It encompasses organization and administration, data transcription, input/output control, machine utilization and application effectiveness. DSR is our approach to evaluating the security environment of a client's data processing hardware, software, policies, organization and procedures. It includes detailed work programs for comprehensive analysis of the security aspects of operating system software, security software, data dictionaries, data base management systems, on-line controls and telecommunications.

SMM is our comprehensive approach to application system planning development, installation, operation and maintenance. It contains detailed guidelines for each step in the systems life cycle from planning through maintenance. It is flexible in that the work conducted in each step can be reduced or expanded depending upon the requirements of the particular installation project.

4.2 Our Experience

Price Waterhouse was requested by USAID Mission to Zimbabwe to undertake two projects on behalf of the Government of Zimbabwe. One was to prepare accounting systems and document in manuals the related policies and procedures to be met by all Government ministries. The second study was to examine the Government's systems for controlling and reporting on donor funds and projects.

On behalf of USAID Mission to Egypt we designed and implemented an accounting system to track the payment of Egyptian counterpart funds for the Commodity Import Program.

At the U.S. Department of State we are currently engaged in separate projects for overseas and domestic accounting. For the overseas system we have been involved in all phases from functional requirements through maintenance. We are currently installing the system at various embassies overseas and maintaining the system at those embassies where it has already been installed. For the domestic system we have completed the conceptual design.

On behalf of the USAID Mission to Kenya we have undertaken a continuous monitoring program for the CIP. We have undertaken work for USAID Missions to Malawi and Tanzania. USAID REDSO/ESA has contracted us to train AID staff in microcomputers. We are currently negotiating a particularly significant USAID funded Agricultural Management Project in Kenya.

We have already been awarded a work order under this IQC for work in Burundi.

On behalf of the USAID Mission to Sudan, we have recently completed a review of the transportation of Title II PL 480 relief commodities. The work involved the investigation of the contractor's management and accounting systems to ascertain whether they could be relied upon to control the effective distribution of commodities.

Greater detail of a wide variety of assignments on financial management systems is provided in Section IV.

5. FINANCIAL MANAGEMENT COMPLIANCE REVIEWS

The 1984 GAO report on Financial Management Problems in Developing Countries highlights the need for strengthening the accountability of the financial systems in developing countries. These concerns generally fall into three categories:

- o system accountability,
- o financial management capacity; and
- o financial compliance. The following is a discussion of these three areas of concern.

5.1 Financial System Accountability

AID and various international organizations have cited numerous concerns over the ability of host governments' accounting and financial systems to properly classify and report the expenditure of funds for various development projects. Examples of these concerns include:

- Many foreign government agencies or agents operate without adequate accounting to verify that funds were expended in accordance with proper authority
- Many foreign government agencies lack well defined and coordinating policies for developing an accounting capability.
- System weaknesses prevent monitoring program performance.

Those elements of the Statement of Work which relate to review of internal control procedures are summarized as follows:

Project Financial Analysis

- Develop or analyze existing financial management information systems which will provide the data necessary for monitoring and evaluating the proposed AID financed projects;
- Review and analyze financial statements of proposed project entities to determine financial viability for future growth and development.

Host Government/Contractor/Grantee Financial Review

- Evaluate capabilities to account and report for USAID funds based on a review of the organization's system of fund accounting and voucher payment, and control system.

Financial Management Improvement Reviews

- Perform financial reviews within the Missions' financial priorities involving debt collection, internal control, cash management, accounting system, audit and/or evaluation follow-ups.

5.2 Financial Management Capability

AID and various agencies have also expressed concern about host governments' management skills with respect to accounting and finance. It is widely acknowledged that long-term development can be endangered without substantially improved financial management. Evaluating the financial management capabilities of the host government and the contractor would be part of a compliance review and thus integrated with the review of internal controls. Financial management reviews have been addressed by the Statement of Work as follows:

Host Government/Contractor/Grantee Financial Reviews

- Assess the financial and management capabilities of the organizations which would implement AID-financed projects.

Financial Management of Commodity Assistance Programs

- Provide financial management of commodity assistance programs, including PL 480 Title I, PL 480 Title II, and Commodity Import Programs (CIP), to assure physical and administrative controls of the commodities and related costs.

Financial Management Improvement Reviews

- Review and document various elements of financial management systems and recommend alternative procedures for improved efficiency and effectiveness to the needs of management.

5.3 Financial Compliance Reviews

Compliance reviews of contractors and host governments are required from the initial analysis stage of a project through to final completion. The reviews may be purely financial, or may relate to the distribution and utilization of commodities. In order to determine compliance, an audit must be conducted. The scope of the audit is a function of the extent to which the accounting controls can be relied upon. The following steps of the Statement of Work identify compliance reviews:

Project Financial Analysis

- For development of a project proposal or during the life of an ongoing project, review and provide recommendations on foreign and local currency contributions to projects as related to project documents so that AID or host institution management can take corrective action in a timely manner.
- Review direct and indirect U.S. dollar and local currency costs related to contracts, grants, loans or other USAID sponsored activities.

Host Government/Contractor/Grantee Financial Review

- Review the organization's financial compliance with the terms of project agreements and prepare appropriate recommendations for Agency administration of the project.

Contractor/Grantee Cost Proposal Reviews

- Conduct reviews of cost proposals submitted by contractors or grantees to verify overhead rates and the related base and method of allocation when there is no cognizant federal agency. Also, to review the reasonableness of specific cost elements such as direct salaries, benefits, and logistic support as set forth in cost proposals.
- Determine interim or final overhead rates for contractor or grantees having no cognizant federal agency.

Financial Management of Commodity Assistance Programs

- To assure that storage, transport and distribution activities are conducted in accordance with governing agreements, relevant U.S. Government Regulations, and USAID - host country policies and procedures.

- Provide end-use accounting for commodities imported under the commodity assistance programs to ensure disposition of commodities in accordance with applicable regulations and program agreements.
- Review, monitor, and report on the generation of and accounting controls over local currency proceeds resulting from the sale of commodities under commodity assistance programs.

5.4 Our Approach and Methodology

Our approach is based on our experience in serving both U.S. Government agencies and international organizations through:

- Internal control and quality assurance reviews conducted in accordance with GAO Title II, OMB A-123 and A-127, Federal Manager's Financial Integrity Act, and Price Waterhouse Guidelines.
- Review of financial and management capabilities

Our approach is further based upon our understanding of needs of overseas missions and the ability of Price Waterhouse to supply qualified professionals that understand and can respond to those needs and requirements.

Compliance reviews are implemented in accordance with our methodology for enhancing corporate and government accountability. It includes a review of the financial and management systems. An important feature of this methodology includes the tailoring of the reviews for the specific project requirements and entity to be reviewed. For example, the scope and depth of a review of an organization expending USAID project funds, and subject to statutory audit, would vary from the methodology for a review of a contractor responsible for the distribution of Title II PL 480 commodities.

A financial review would be conducted after determining the extent to which the internal controls systems can be relied upon. It would be conducted in accordance with standard auditing practices, and would include the review of books and records as needed to express an opinion on the fairness of the implementing agent's cost submissions.

Price Waterhouse has extensive experience with financial reviews. We have numerous CPAs on our staff with the required experience to attest to the extent to which the financial terms of a project agreement are complied with.

5.5 Our Experience

We have successfully utilized the approaches described above on numerous engagements both domestically and overseas. Two of these engagements are described briefly below and in greater detail in Section IV.

On behalf of the USAID Mission to Kenya we are currently under a contract to monitor the arrival and end use of commodities financed under the Commodity Import Program and Agricultural Development Program. The monitoring of the fertilizer imports under the Agricultural Development Program is especially complex with the lack of reliable controls throughout the import and bagging stages. End use accounting is complicated by the generally low standards of internal control and recording of the distributors. In addition we are responsible for monitoring the generation of local currency counterpart funds.

Our work on behalf of the USAID Mission to Sudan has addressed the areas of systems accountability, management capability and compliance. We have conducted an in depth review of all these areas in relation to the contract responsible for the distribution of Title II PL 480 Relief Commodities. In addition we conducted a vulnerability assessment of the Mission in Khartoum to assess inherent risks.

6. FINANCIAL MANAGEMENT TRAINING

USAID REDSO/ESA requires a contractor with the ability to develop and conduct flexible training programs in order to equip key personnel with the skill and knowledge necessary for successful job performance. Specifically, as outlined in the Statement of Work:

- Evaluate the financial training needs and requirements of the host government/contractor/grantee.
- Develop and conduct short-term training sessions to train AID and/or host institution financial personnel in accounting systems techniques, the use and application of accounting systems, or systems modifications designed by the contractor under work orders requested by AID. The contractor shall be required to write training materials and design practical exercises in order to teach financial management personnel use of the system.

- Review and evaluate training needs and skill requirements of financial management personnel. Make appropriate recommendations for future training requirements and develop and conduct such training as requested.

6.1 Our Approach and Methodology

Our approach to meeting these training task objectives is to tailor a specific training program based on a careful analysis of the job requirements, participants, AID objectives, work environment, and related factors. The purpose is to custom-design all instruction to be relevant and applicable to the performance requirements of the job. Factors such as complexity of the tasks, frequency of performance, difficulty of learning and time interval from training until initial performance must be considered. Other considerations are availability of time, availability of instructors and equipment, and costs.

Price Waterhouse utilizes a systematic procedure for assuring the application of proven techniques of instructional technology to the planning, development and implementation of training programs.

The first step in the process is to assess the need for training by analyzing the job requirements. The product of this step is a definitive list of all job tasks, the equipment or materials involved with each task, the conditions under which the task is performed, and the quality requirements to be met.

After the training requirements are defined, the next step is to develop the objectives and tests. The objectives are derived from the training requirements identified earlier, and consist of three parts:

- What the learner is expected to do
- Conditions under which the learner is expected to perform.
- Acceptable standards of performance.

The next step is to plan and design the instruction to satisfy the objectives. This involves:

- Sequencing learning activities
- Selecting instructional activities and methods

- Selecting instructional delivery media
- Developing the instructional material

The final step is to conduct and evaluate the instruction. This may be done in the form of an instructor led workshop, self-paced learning modules, tutelage, discussion groups, or any combination of methods and media for delivering the necessary knowledge and skill. The result of well managed training will be skilled personnel ready to meet the requirements of their jobs.

6.2 Our Experience

Price Waterhouse has one of the largest finance and accounting training capabilities in East and Southern Africa. Our Nairobi office has a division specifically for the provision of courses to clients, staffed with instructors who combine both accounting qualifications and teaching experience in educational institutions. In addition to Kenya they have presented courses in Ethiopia, Malawi, Tanzania, Zambia and Liberia.

The courses are of four major categories:

- Open courses to our clients on specific core topics such as bookkeeping and accounting, internal audit, cost control. These tend to be based on material developed worldwide by Price Waterhouse for the instruction of our staff from entry level staff accountants upward, and adapted for the African environment.
- Open courses to our clients on higher level skills such as computer controls and management skills.
- Courses commissioned by specific clients and tailored to their particular requirements.
- Courses presented to clients as an integral part of a financial systems design and implementation program.

In Kenya we have presented specifically designed courses to small businessmen under a World Bank project for Kenya Industrial Estates, to staff of several international banks and multinational manufacturing companies. In Ethiopia we presented a course to the Ethiopian Institute of Bankers on credit control, internal audit and computer controls.

We have been retained under a long-term contract to REDSO/ESA for the provision of extensive microcomputer training for staff.

SECTION IV

RELEVANT PRICE WATERHOUSE EXPERIENCE

One of the factors which weighed heavily in Price Waterhouse being awarded this IQC was the large amount of relevant experience we have on USAID projects in Africa and other developing regions.

To evaluate our corporate experience USAID identified seven selection criteria. For convenience we have abbreviated these selection criteria as follows:

- feasibility studies
- systems reviews
- pre-award surveys of project costs
- verification of project costs
- systems design
- training
- project monitoring

On the following pages we have summarized our experience in these areas in matrix form, highlighting these seven functional areas.

We segregate our engagements in three categories:

- U.S. government related engagement in Africa
- Non U.S. government African engagements
- Other relevant U.S. government experience.

CORPORATE EXPERIENCE MATRIX

PROJECT	FEASIBILITY STUDIES	SYSTEMS REVIEWS	PRE-AWARD SURVEYS	VERIFICATION OF COSTS	SYSTEMS DESIGN	FINANCIAL TRAINING	PROJECT MONITORING	USAID	OTHER DONORS	EAST/SOUTHERN AFRICA	OTHER LDC
1 USAID: VARIOUS FINANCIAL MANAGEMENT ANALYSIS IOCS	X	X	X	X	X	X	X	X		X	X
2 USAID: EGYPT-MIN OF ENERGY	X	X			X		X	X			X
3 USAID: EGYPT-MIN OF HOUSING & RECONSTRUCTION	X		X				X	X			X
4 USAID: EGYPT-COMMODITY IMPORT PROGRAM		X		X	X		X	X			X
5 USAID: EGYPT-USAID CONTROLLER		X		X	X	X		X			X
6 USAID: KENYA-COMMODITY IMPORT PROGRAM							X	X		X	
7 USAID: KENYA-EQUITY CAPITAL STUDY	X							X		X	
8 USAID: KENYA-EXPORT PROMOTION STUDY	X				X			X		X	
9 USAID: KENYA-MICROCOMPUTER TRAINING						X		X		X	
10 USAID: LIBERIA-CENTRAL BANK		X			X	X		X			X
11 USAID: LIBERIA-NATIONAL HOUSING AUTHORITY		X			X	X		X			X
12 USAID: MALAWI-SELF HELP RURAL WATER SUPPLY PROJECT		X			X			X		X	
13 USAID: SUDAN-ARKEL TALAB		X		X	X			X		X	
14 USAID: SUDAN-EMERGENCY DROUGHT RELIEF		X		X	X			X		X	
15 USAID: SUDAN-VULNERABILITY ASSESS.		X						X		X	
16 USAID: TANZANIA AGRICULTURE RESEARCH ORGANIZATION		X			X	X		X		X	
17 USAID: TANZANIA-SCHOOL HEALTH PROGRAM		X		X	X		X	X		X	
18 USAID: ZIMBABWE-GOVT. OF ZIMBABWE		X			X	X		X		X	
19 USAID: ZIMBABWE-DONOR FUNDS								X		X	
20 USAID: ZIMBABWE-EXPORT PROMOTION CORP.	X				X			X		X	
21 USAID: ZIMBABWE - INTERNAL CONTROL		X			X			X		X	
22 US GOVT: KENYA-AMERICAN EMPLOYEES' ASSOCIATION		X	X		X				X	X	
23 UNITED NATIONS: ETHIOPIA			X						X	X	
24 ORGANIZATION OF AFRICAN UNITY						X			X	X	

CORPORATE EXPERIENCE MATRIX

PROJECT	FEASIBILITY STUDIES	SYSTEMS REVIEWS	PRE-AWARD SURVEYS	VERIFICATION OF COSTS	SYSTEMS DESIGN	FINANCIAL TRAINING	PROJECT MONITORING	USAID	OTHER DONORS	EAST/SOUTHERN AFRICA	OTHER LDC
25 EGYPT: DEVELOPMENT INDUSTRIAL BANK		X	X		X	X			X		X
26 EGYPT: EXPORT DEVELOPMENT BANK		X			X						X
27 ETHIOPIA: ETHIO-LIBYAN JOINT MINING COMPANY		X			X	X				X	
28 ETHIOPIA: MINISTRY OF AGRICULTURE		X			X				X	X	
29 KENYA & MALAWI: COMPUTERIZATION OF TEA ESTATES	X	X			X					X	
30 KENYA: ACME PRESS KENYA LTD	X									X	
31 KENYA: AGRICULTURAL FINANCE CORPORATION	X				X	X			X	X	
32 KENYA: CATHOLIC RELIEF SERVICES	X		X						X	X	
33 KENYA: GRAIN STORAGE PROJECT	X	X			X					X	
34 KENYA: HARBANS SINGH ASSOCIATES	X									X	
35 KENYA: IFAD		X			X				X	X	
36 KENYA: INT'L COUNCIL FOR RESEARCH IN AGROFORESTRY	X	X		X	X					X	
37 KENYA: JAPAN AIRLINES	X	X								X	
38 KENYA: JSI RESEARCH & TRAINING				X	X				X	X	
39 KENYA: KENYA AIRWAYS LTD	X									X	
40 KENYA: KENYA INDUSTRIAL ESTATES						X				X	
41 KENYA: KILGORIS FARM	X		X							X	
42 KENYA: MINISRTY OF LOCAL GOVT.		X			X					X	
43 KENYA: NAIROBI CITY COMMISSION	X	X	X	X	X	X			X	X	
44 KENYA: NATIONAL HOUSING CORP.					X				X	X	
45 KENYA: NCC COMPUTER STUDY		X			X	X			X	X	
46 KENYA: PROJECT IMPLEMENTATION UNIT, MIN OF EDU		X		X	X				X	X	
47 KENYA: SHELL PETROLEUM						X				X	
48 KENYA: SIGNET LTD	X									X	

CORPORATE EXPERIENCE MATRIX

PROJECT	FEASIBILITY STUDIES	SYSTEMS REVIEWS	PRE-AWARD SURVEYS	VERIFICATION OF COSTS	SYSTEMS DESIGN	FINANCIAL TRAINING	PROJECT MONITORING	USAID	OTHER DONORS	EAST/SOUTHERN AFRICA	OTHER LDC
49 KENYA: STANDARD CHARTERED BANK						X				X	
50 LESOTHO: WATER & SEWERAGE TRANSFORMATION STUDY	X	X			X					X	
51 LIBERIA: MONROVIA CITY COUNCIL		X			X	X					X
52 MALAWI: MINISTRY OF AGRIC & NATURAL RESOURCES		X								X	
53 MALAWI: MINISTRY OF WORKS & SUPPLIES		X			X					X	
54 MALAWI: SPEARHEAD ENTERPRISES LIMITED		X			X					X	
55 MALAWI: TEA INDUSTRY SURVEY	X									X	
56 SOMALIA: HAKO INTERNATIONAL CORP.	X	X								X	
57 SOMALIA: PORTS AUTHORITY		X			X				X	X	
58 TANZANIA: COMMONWEALTH SECRETARIAT	X									X	
59 UGANDA: IFAD	X	X			X				X	X	
60 ZIMBABWE: ADULT LITERACY ORGANIZATION	X	X								X	
61 ZIMBABWE: AGRICULTURE FINANCE CORP.							X			X	
62 ZIMBABWE: AGRO-INDUSTRY	X	X			X					X	
63 ZIMBABWE: HUNYANI GROUP OF COMPANIES		X	X		X	X				X	
64 ZIMBABWE: MAJOR TOBACCO PACKER	X	X			X					X	
65 ZIMBABWE: PAPER MAKING MILL		X			X					X	
66 ZIMBABWE: PRIVATE MATERNITY HOSPITAL	X									X	
67 ZIMBABWE: REINSURANCE CORPORATION		X			X					X	
68 ZIMBABWE: ZIMBABWE FERTILIZER CORP.	X	X		X						X	
69 USAID: BELIZE EXPORT PROMOTION	X							X			X
70 USAID: CENTRAL AMERICA-CABEI	X	X		X			X	X			X
71 USAID: COSTA RICA-CATIE		X					X	X			X
72 USAID: COSTA RICA-INALUD		X						X			X

CORPORATE EXPERIENCE MATRIX

PROJECT	FEASIBILITY STUDIES	SYSTEMS REVIEWS	PRE-AWARD SURVEYS	VERIFICATION OF COSTS	SYSTEMS DESIGN	FINANCIAL TRAINING	PROJECT MONITORING	USAID	OTHER DONORS	EAST/SOUTHERN AFRICA	OTHER LDC
73 USAID: ECUADOR-ECONOMIC ADVISORY SERVICES	X						X	X			X
74 USAID: EL SALVADOR-FUSADES		X		X	X	X		X			X
75 USAID: EL SALVADOR-FUSADES MANUALS		X		X	X	X	X	X			X
76 USAID: GUATEMALA-DFEF		X			X		X	X			X
77 USAID: HONDURAS-EXPORT DEVELOPMENT AND SERVICES	X	X						X			X
78 USAID: HONDURAS-TECHNICAL SERVICES						X		X			X
79 USAID: JAMAICA-MINISTRIES	X	X				X		X			X
80 USAID: JAMAICA-SMALL SCALE MANUFACTURING	X	X			X			X			X
81 USAID: LATIN AMERICA-MICRO LENDING POOL	X							X			X
82 USAID: PAKISTAN-COAL STUDY	X		X			X		X			X
83 USAID: PANAMA-ICP		X					X	X			X
84 USAID: PANAMA-SMALL BUSINESS LENDING							X	X			X
85 USAID: PHILIPPINES-FSDC	X	X					X	X			X
86 USAID: PORTUGAL-MIN OF AGR & FISHING	X			X				X			
87 US INFORMATION AGENCY: DOS FINANCIAL MANAGEMENT		X			X				X		
88 US PEACE CORPS: FINANCIAL MANAGEMENT		X			X				X		
89 US PEACE CORPS: TRAINING, INTERNAL CONTROL				X		X			X		
90 US STATE DEPT: FOREIGN SERVICE INSTITUTE				X		X			X		
91 US STATE DEPT: WORLDWIDE FINANCIAL MANAGEMENT		X			X	X			X	X	X

U.S. GOVERNMENT RELATED ENGAGEMENTS IN AFRICA

1. US Agency for International Development: Various Financial Management Analysis IQC's

Price Waterhouse has undertaken numerous engagements under the auspices of the Agency for International Development (AID) and is very familiar with its bidding, contracting, project management, evaluation and financial reporting requirements. The firm currently has in effect two, and recently completed another, Indefinite Quantity Contract (IQC) with AID for the provision of consulting services on a task order basis. The IQC's are:

Financial Management Programs

Price Waterhouse was awarded an Indefinite Quantity Contract (IQC) to assist in the development and implementation of financial management programs as required by USAID on a worldwide basis. The purposes of this IQC are to:

- Perform detailed reviews of the USAID/Washington accounting system and to modify it to meet new reporting requirements
- Examine proposed USAID projects administered overseas in lesser developed countries to determine financial and economic feasibility; to analyze financial statements to determine financial viability for future growth and development; and to develop cash flow projections of these projects
- Assess the financial and management capabilities of the host government entities which would implement USAID-financed project
- Design or conduct training seminars in USAID/Washington and at selected overseas missions covering various segments of USAID's financial management operations.

Dates of Performance: September 1984 - Present

Financial Management Services Project IQC

This IQC is very similar to the one described above, but it is specific to the needs of the Regional Economic Development Services Office (REDSO) in Western Africa. Most of the work orders under this IQC relate to improving the financial management capabilities of African institutions responsible for food distribution in the Sahel.

Financial Analysis Services IQC

Price Waterhouse was awarded an IQC to provide financial analysis to the USAID, Bureau for Private Enterprise (AID/PRE). The purpose of the IQC is to:

- Provide AID/PRE necessary investment, general feasibility and financial analysis services with regard to specific private sector projects in developing countries
- Assist entrepreneurs in developing countries who request AID/PRE financial assistance to formulate proposals in a professional manner which includes the essential financial, managerial, technical, and marketing information required in order for PRE to make a preliminary and/or final investment decision
- Assist specific developing countries in analyzing financial/capital markets and deficiencies which adversely affect positive private sector investment decisions and devising specific prospective actions and solutions
- Assist AID/PRE and developing country entrepreneurs in identifying prospective U.S. private corporations' investment interests in PRE formulated projects.

Under this AID "umbrella" contract, Price Waterhouse has provided short-term development project planning, design and evaluation services to AID missions and host governments of developing countries on request. Examples of typical engagements include:

- Worldwide - Design of operational procedures and manuals for an AID revolving fund to finance private sector development projects

- Sudan - Evaluate grain handling/trucking system for the food assistance program to identify logistic and financial control problems and recommend improvements
- Egypt - Develop and design improved systems for controlling commodity imports financed by AID for USAID/Egypt
- Thailand - Develop science and technology assistance strategy for USAID/Thailand
- Panama - Undertake a portfolio audit of a USAID/Panama financed small business lending program to determine recoverability of outstanding loans and to plan a phase-out of the program
- Guatemala - Evaluate USAID/Guatemala technical assistance project to improve functioning of the Department of External Credit and Trusts of the Ministry of Finance
- Costa Rica - Develop the project design for a private investment corporation for USAID/Costa Rica.

Dates of Performance: October 1983 - September 1985

2. USAID: Egypt- Ministry of Energy

Price Waterhouse has recently completed an engagement for USAID/Cairo, in conjunction with the government of Egypt, to define an approach for a project to develop Egyptian energy policy and planning capability, including the identification of requirements for energy data collection and management, energy policy analysis, energy management, and manpower training.

During the course of this project, particular attention was devoted to:

- Priority issues in energy economics-pricing-subsidies, contribution in the areas of energy/economic and financial impact analysis, energy/economic policy formation and program development
- Methods of analysis of economic impact of various energy pricing policies
- The microeconomic and macroeconomic impacts of energy pricing policies and regulatory economics systems

- Design implementation and management requirements of energy/economic planning and analysis programs and related data systems.

3. USAID: Egypt - Ministry of Housing and Reconstruction

The Suez Master Plan Study, conducted for Egypt's Ministry of Housing and Reconstruction, had as its objective the preparation of a Master Plan to guide the reconstruction of the port and town of Suez and its immediately surrounding area, and to plan its growth into a major industrial city with a population of one million by the year 2000.

In order to prepare a fully detailed urban Master Plan and program of port development, the following elements were incorporated into the study:

- Population forecasts and employment growth
- Selection and detailed description of the preferred urban form
- Urban transport and public utilities planning
- Housing, including number of units required, type of dwellings that would be appropriate, costs and construction methods
- Detailing of required health, education and community facilities
- Port traffic forecasts, port requirements and integration of port expansion program into an overall urban growth framework.
- Costing of proposals and financial and economic appraisal.

4. USAID: Egypt - Commodity Import Program

Price Waterhouse developed an automated accounting system for the special fund of the Commodity Import Program (CIP). This system was designed and implemented within four months of the project start date. It required considerable expertise in the WANG VS System at USAID as well as insight into the Egyptian banking industry. Price Waterhouse was required to collect information from the Egyptian central bank as well as several public sector and private sector banks who participated in the CIP Program.

The accounting system needed to be tied in to the arrival accounting system of USAID. This was done to facilitate checking for the letters of credit and other information on the arrival accounting system to ensure that the two systems reconcile. The system is presently providing the necessary information to the Egyptian Government as well as USAID on over a billion dollars worth of commodities under the CIP.

Price Waterhouse also conducted a study to determine the composition of all financing costs incurred by the private sector when using USAID Commodity Imports Program (CIP) funds. The study included interviews and the analysis of data gathered. The study addressed such questions as:

- What is the actual cost of using USAID funds under the CIP?
- What is the cost of using funds from other financing sources?
- How do U.S. goods suppliers compete with non U.S. goods suppliers in terms of price and transportation?
- What are the bottlenecks or facilitating factors in using CIP funds?

Conducted a survey of Egyptian importers and determined the effectiveness of USAID's private sector Commodity Import Program (CIP) in Egypt, as compared with comparable programs from other countries.

5. USAID: Egypt-USAID Controller

The United States Agency for International Development in Cairo/Egypt is the largest USAID office in the world. Its operations extend across many industries, functions, and disciplines. It has spent several billion dollars in assisting the Egyptian government and its economy. In order to track the dollars spent through USAID/Cairo, the mission designed a controller's reporting system in 1981. After two months of operation, the system proved inadequate in that it was unable to convey the necessary information in a suitable format and a timely fashion. To make the reporting system more flexible and responsible, USAID requested our assistance in modifying the system for use on the mission computer. Our team, composed entirely of Price Waterhouse/Cairo personnel, conducted separate interviews of USAID management officials, designed the reports to meet management needs, developed the data bases for generating the reports, and trained the mission personnel in the use and maintenance of the system. Both the Price Waterhouse/Cairo and USAID teams involved in this effort comprised U.S. expatriates and Egyptian nationals. The new system, now in use at USAID, provides more accurate and responsive reports, while requiring only a fraction of the effort in processing the monthly data entered into the system.

6. USAID: Kenya - Commodity Import Program

The United States Government entered into an agreement with the Government of Kenya to supply essential commodities under the commodity import program, and to supply fertilizers under the Agricultural Development Program. Price Waterhouse assisted in the implementation and monitoring of the programs by designing and implementing control systems for the project's structural analysis. Work included the design and modification of the microcomputer based support system for the program and monitoring both the physical flow of goods under the program and the flow of funds through Treasury.

Dates of Performance: March 1985 - March 1988

7. USAID: Kenya - Equity Capital Study

Price Waterhouse has recently completed a study for USAID/Kenya to assess the feasibility of AID assistance in developing an equity finance institution in Kenya, to identify potential participating institutions and to recommend a mechanism and development plan for such an entity.

Accordingly, Price Waterhouse, in association with International Resources Group Ltd., has carried out the following scope of work:

- Reviewed and described sources of equity in Kenya, focusing on constraints to mobilization and efficient allocation of investment resources
- Reviewed experience in venture capital mobilization in other developing countries and described lessons relevant to Kenya
- Identified types of projects likely to be appropriate for venture capital finance in Kenya, including possible sector specialization
- Recommended models for an AID-assisted venture capital company or other source of equity.

Dates of Performance: October 1985 - January 1986

8. USAID: Kenya - Export Promotion Study

Price Waterhouse has recently completed a study on behalf of USAID/Kenya to investigate means of AID to assist in promoting exports, including promotional, financial and governmental policy components, with a strong focus on horticultural and other agribusiness products. We also made recommendations on types of assistance and mechanisms for providing it.

Accordingly, Price Waterhouse, in association with International Resources Group Ltd., carried out the following scope of work:

- Identified and described specific constraints to and potential for exports in Kenya in agribusiness, manufacturing, and handicrafts
- Reviewed export promotion efforts in selected other countries, particularly those using private sector mechanisms, and reported on lessons relevant to Kenya
- Reviewed and described existing mechanisms for export finance in Kenya in order to identify necessary improvements

- Ascertained and reported on status of government of Kenya's plans to improve export incentives
- Designed model for USAID support to export finance using private sector institutions
- Proposed and described specific activities for export promotion
- Designed mechanisms for export promotion efforts
- Identified priorities for support to the government of Kenya on specific policy changes.

Dates of Performance: October 1985 - January 1986

9. USAID: Kenya-Micro-computer Training

Price Waterhouse has recently contracted with USAID a 2 year program to conduct hands-on training on micro computers for USAID staff in Kenya. Training will range from introductory courses to high level workshops using Fourth Generation Languages and Productivity Aids, for example, Lotus 1-2-3 and DBase. The training sessions will be conducted on Price Waterhouse micro computer facilities. Most courses are tutorial based with a student to microcomputer ratio of 2:1.

10. USAID: Liberia - Report to the Central Bank

Price Waterhouse undertook a USAID-sponsored study for the Central Bank in 1985 of ways to improve fiscal policy and management. The study analyzed the current fiscal and foreign exchange situation and made recommendations on:

- Improved financial management information systems in the Central Bank and in key ministries to upgrade financial accounting, reporting and control
- Possibilities of sale of government enterprises and properties to improve financial condition
- Improve organization and management structure in key economic agencies
- Training officials.

Dates of Performance: January - March 1985

11. USAID: Liberia - National Housing Authority

We reviewed existing problems associated with the maintenance of accurate and comprehensive accounting records and the preparation of timely reports required by USAID.

The objectives of the assignments were:

- to enable adequate records and books of accounts to be maintained which would permit timely preparation of required reports
- to provide a system of control to secure USAID funds and ensure that they are used in an approved manner
- to provide an accounting system compatible with existing systems at NHA designed specifically to operate within the constraints imposed by the limited expertise of accounting staff employed.

The accounting manual covered all aspects of the accounting function including the design of forms and basic documents, accounting policies and codes, inventory, cash receipts and disbursements and purchasing procedures.

12. USAID: Malawi - Self-Help Rural Water Supply Project

Price Waterhouse prepared a report for USAID regarding the Malawi Self Help Rural Water Supply Project. The report included:

- A study of existing financial management and accounting systems adopted by the various organizations involved with the project, and recommendations for an improved system of project reporting
- A financial audit of the USAID project funds adhering to US government standards
- Physical examination of assets
- Commentary on procurement procedures

13. USAID: Sudan - Financial and Organizational Review of Arkel-Talab

Arkel-Talab was the contractor responsible for coordinating the shipment of US-provided famine relief foodstuffs from Port Sudan to the various distribution centers in the country. This massive, complex relief effort was further complicated by the inherent difficulties of doing business in the Sudan, a country with a very limited transportation infrastructure. Arkel-Talab's resources were greatly tested by this relief effort and Price Waterhouse was contracted to review the financial aspects of the relief effort to date, identify actual or potential problem areas and comment upon Arkel-Talab's ability to fulfill their contractual commitments.

Our final report described the current situation and identified concerns, and recommended corresponding action plans to address these matters, specifically:

- Grain losses
- USAID-supplied fuel
- Cash flow problems
- Recordkeeping needs.

This report formed the basis for subsequent action by the Mission.

14. USAID: Sudan - Review of USAID-Supplied Fuel for the Emergency Drought Relief Effort

Due to severe shortage of fuel in the Sudan and the great needs of the famine relief trucking network for diesel fuel, USAID was required to provide fuel to ensure movement and delivery of foodstuffs. Our review focused on a reconciliation of:

- Fuel ordered and paid for by USAID
- Fuel released by oil distributors operating in the Sudan
- Fuel received by subcontractors moving the fuel to various distribution points
- Fuel received by individual truckers.

Our report summarized in a useful way the reconciliation of fuel paid for by USAID with the amounts actually received by truckers participating in the transportation of US-supplied famine relief goods.

Dates of Performance: March 1986 - July 1986

15. USAID: Sudan - Vulnerability Review of the USAID Mission in Khartoum

This review was performed in accordance with both USAID and OMB guidelines for vulnerability assessment. The objective of this engagement was to assess the inherent risks of the processes in the Mission and identify those which were considered highly vulnerable to waste, fraud and mismanagement. We segmented the Mission into assessable units and then, using the forms required to be completed by USAID, analyzed the general control environment and conducted the vulnerability assessment by interviewing key people in all functional areas of the Mission. For areas rated high in vulnerability to financial and/or management decision risks, we recommended subsequent action to further define the risk environment and to develop corrective solutions.

A one day training session on performing vulnerability assessment and internal control reviews was conducted by Price Waterhouse. The course was given to all managers in the USAID/Sudan Mission.

Dates performed: October - November 1985

16. USAID: Tanzania - Agricultural Research Organization (TARO)

USAID entered into an agreement with the Government of Tanzania to provide funds for TARO. One component of the funding was \$2.7 million for project commodities consisting of agricultural machinery, irrigation equipment, and spare parts. In 1984 USAID requested Price Waterhouse to investigate the commodity control procedures within TARO and design appropriate control manuals and documentation. Subsequent to the preparation of the accounting manual, training sessions were provided to staff responsible for implementation.

Dates of Performance: June 1984 - April 1985

17. USAID: Tanzania - School Health Program

USAID entered into a \$5.7 million grant project with the Government of Tanzania for the purpose of initiating a pilot school health program in 80 schools throughout 2 regions of Tanzania. In 1984 USAID requested Price Waterhouse to investigate the accounting procedures and the distribution of USAID financed commodities. A report was prepared highlighting irregularities and discrepancies in the project accounting and making recommendations for the improvement of the control procedures.

Dates of Performance: January - March 1984

18. USAID: Zimbabwe - Government of Zimbabwe

PW was asked to assist the government in preparing a desk-top accounting procedures instruction manual.

The objective of this project was to provide the Zimbabwean government with an accounting policies and procedures manual to be used in all government ministries. The project was funded by the USAID and comprised two phases:

Phase One: the development and implementation of a general manual covering functions common to all government ministries

Phase Two: the development of specific sections which cater to the needs of ministries with specialist functions.

19. USAID: Zimbabwe - Government of Zimbabwe

This study was funded by USAID and its purpose was to examine the government's systems for controlling and reporting on donor funds and projects.

Our report included recommendations relating to:

- The adequacy of existing administrative and accounting controls in providing an appropriate level of accountability and auditability of donor funds and projects;
- The ability of manual and automated systems to provide timely and adequate reporting of donor funded activities;

- The training of employees who operate and supervise the financial and control systems.

20. USAID: Zimbabwe - Export Promotion Corporation

Commissioned by USAID and a Zimbabwean merchant bank, PW led a consortium of consulting firms comprising bankers, economists and management consultants in performing a feasibility study of setting up an Export Promotion Corporation. The objectives of the study were to:

- assess the demand for and determine the range of services needed to improve Zimbabwean exports of manufactured goods
- propose an organizational structure
- develop a capital structure for the corporation and devise a financial plan of international borrowing
- assess profitability in the medium and long term.

The plan was developed around a \$2.5 million loan facility offered by USAID and was translated into \$350 million of additional export earnings over a ten year period.

21. USAID: Zimbabwe - Internal Control Review

We have recently been asked to assist USAID in performing an ICR (Internal Control Review) of the Human Resources Division of the USAID Mission to Zimbabwe. The ICR will involve:

- identifying and verifying event cycles
- establishing control objectives
- identifying and evaluating control techniques
- testing controls
- overall evaluation
- selecting corrective actions, and
- reporting results.

22. United Nations Ethiopia

The United Nations Emergency Operations in Addis Ababa requested Price Waterhouse to evaluate bids for the provision of Kenya trucks in Ethiopia for the transport of food aid. Price Waterhouse made recommendations after the evaluation.
Performance Dates: July 1985

23. US Govt: American Employees Association, Kenya

Price Waterhouse was engaged to review the existing accounting system in the morale office department of the U.S. Embassy in Nairobi. The work involved:

- examination of the existing accounting systems
- recommendations for improving the system by tightening internal controls and introducing new documentation
- design of the accounting manual setting out accounting procedures
- investigation into the most suitable software package
- assistance in the implementation of the software.

Performance Dates: November 1985 - July 1986

24. Organization of African Unity (OAU)

Price Waterhouse provided report courses for staff at the Addis Ababa headquarters.

Dates of Performance: May 1985

25. Egypt: Development Industrial Bank

Price Waterhouse provided a range of management advisory services to the Egyptian Development Industrial Bank (DIB), the country's principal institution for providing medium and long-term financing for industrial and agro-industrial development projects in the private sector.

Price Waterhouse provided a number of experts to (a) review and assess DIB's organization and management, (b) make recommendations for improvement and (c) implement institutional reforms in the following areas:

- Accounting and financial management systems
- Internal audit
- Organizational structure
- Management information systems
- Bank facilities
- Economic research
- Institutional cooperation with foreign development banks
- Small-scale enterprise development
- Equipment leasing
- Marketing strategy and public reporting
- Public information
- Library facilities.

The initial phase of the work involved a management review of the bank. A survey was taken of the existing organizational structure paying strict attention to key areas such as departmental functions and relationships, work flows, staffing, information systems and accounting requirements.

This survey led to our recommendations on the proper mix between personnel requirements, equipment, and volume of production needed to ensure the efficiency and effectiveness of the organization's daily operations.

Of particular importance on this project was the recommendation pertaining to an automated MIS at DIB. We recommended a specific approach to an automated MIS and the DIB management accepted that approach. Shortly thereafter, we published a request for proposal which was used to procure the necessary hardware and software to implement at the DIB. In addition to preparing the RFP, we participated in the evaluation of vendor proposals and extensively in the negotiations for the hardware and software contract.

Since the procurement of the hardware and software, we have been working closely with the DIB to install the hardware and software. Our participation has been extended from assisting with the site design and preparation to developing the specific user requirements, assisting with the system design, planning for system implementation, and assisting in extensive consulting with the DIB staff pertaining to organization, recruiting, and training of the EDP staff.

Dates of Performance: April 1981 - October 1981

26. Egypt: Export Development Bank

Price Waterhouse is currently providing management consulting services to the Export Development Bank of Egypt (EDBE) to develop and implement a comprehensive internal accounting and financial control system. The specific applications include:

- General ledger and budgeting system
- Time deposits
- Current accounts
- Commercial loan accounting
- Letters of credit, letters of guarantee, and billing
- Foreign exchange
- Payroll

Price Waterhouse is integrating data base management systems, information retrieval protocols, and telecommunications technology into a comprehensive financial management information system. The EDBE has also requested our assistance in automating several internal systems as well as a major export development center data base, which would be used countrywide as a resource for Egyptian exporters.

27. Ethiopia: Ethio-Libyan Joint Mining Company

The company is a recently established mining company under the Ministry of Mines and Natural Resources. Price Waterhouse was appointed at the outset to assist in the establishment of a suitable organization structure and to design comprehensive integrated cost and financial accounting systems, and management information systems. Detailed manuals were produced which provided overall financial policies and desk top accounting procedures for each aspect of the accounting system. Training sessions were provided to both senior management and accounting personnel to assist in the effective implementation of the systems.

Dates of Performance: October 1984 - December 1985

28. Ministry of Agriculture, Ethiopia

Price Waterhouse has been retained to assist the Ministry of Agriculture review and make recommendations on the fixed asset and stock control procedures. The project, financed by World Bank, includes assisting in the physical identification and recording of all assets under the control of the ministry.

Dates of Performance: May 1985 - present

29. Kenya and Malawi: Computerization of Tea Estates

Price Waterhouse was involved with the computerization of estate accounting and statistical records in five groups of companies in Kenya and Malawi during 1983, 1984 and 1985. The clients were major tea producers capitalizing on the recent boom in tea prices to re-equip with new machinery, including in-house computer systems. The major benefits achieved by the computerization projects have been:

- faster production of management reports
- greater accuracy of information produced
- freeing of management time to interpret data rather than to process it.

30. Kenya: ACME Press Kenya Ltd

Price Waterhouse performed an overview of the viability of a printing press to be set up outside the direct and indirect system of taxation in Kenya. Emphasis was placed on methods of financing the project, with local and overseas sources. Liaison was maintained with the client at each stage of the feasibility.

Dates of Performance: March 1986 - to date

31. Kenya: Agricultural Finance Corporation (AFC)

For AFC we provided assistance in the development of financial projections to assess likely cash needs in connection with a forthcoming World Bank line of credit. The projections were made with the assistance of tailor-made computer models.

For the same client we advised on the most appropriate management information system which would meet their own objectives and the needs of external aid agencies.

We carried out an in-house training program for AFC, specifically in management development skills.

32. Kenya: Catholic Relief Services

Price Waterhouse was retained by Catholic Relief Services to analyze and evaluate bids for a USAID financed project to transport relief commodities in Ethiopia. The object was to speed the flow of food aid with use of trucks from Kenya. The favored bid was for the set up of a container based operation to turnaround time.

Dates of Performance: June 1985

33. Kenya: Grain Storage Project

On behalf of the Ministry of Agriculture and the National Cereals and Produce Board, Price Waterhouse in association with an international firm of consulting engineers, undertook a project to identify present and future grain movements within Kenya. Our work studied in depth, the existing storage facilities and distribution networks throughout the country.

34. Kenya: Harbans Singh Associates

Price Waterhouse carried out a prefeasibility study for the establishment of a cotton spinning mill in Nairobi for private entrepreneurs. Sensitivity analysis on demand and supply, financing aspects, operating costs, sales volumes and values were performed. Market research based on existing and upcoming industries was a major aspect of the study.

Dates of Performance: January - April 1986

35. Kenya: International Fund for Agricultural Development (IFAD)

The objective of this study was to draw up project documents for the implementation of an integrated food production and rural development project. The major aim of the project was to promote increased food production and improved supply of food to areas of shortage through the upgrading and existing farming systems and resources in the project area.

The study also provided a project design for the improvement of marketing and distribution systems, including farm input supply and food crop marketing in the project area and within the context of improvements in national systems for supply and marketing.

36. Kenya: International Council for Research in Agroforestry, Nairobi, Kenya

The activities of the Council are entirely financed by donor agencies, USAID being a major donor. Our technical assistance program included the review of accounting and administrative procedures, assessment of computerization needs, the preparation of detailed project accounts on behalf of donors, liaison with USAID auditors and controlling the administrative and finance sections.

Dates of Performance: December 1984 - January 1986

37. Kenya: Japan Airlines

In 1985 Price Waterhouse undertook a feasibility study for investment in Kenya by one of the world's largest airlines. The group was considering investing in hotels, tour operation and ancillary tourist ventures in Kenya. Price Waterhouse carried out market research, investigated the legal, licensing and tax aspects of the investment and negotiated various matters with officers of the Kenya government.

38. Kenya: JSI Research and Training Inc.

Price Waterhouse was invited by JSI Research & Training Inc to investigate the use of USAID funds by one of the participants, Protestant Churches Medical Association, in their family planning in the private sector program.

Follow up to the initial investigation involved:

- Sorting out the use of funds
- Setting out guidelines on future claims by PCMA for reimbursement by JSI
- Establishing policies on indirect costs
- Determining the procedure to be adopted for costs relating to JSI and other projects.

Dates of Performance: January 1986 - present

39. Kenya Airways Limited

Price Waterhouse assisted Kenya Airways Ltd in the formulation of a fifteen year corporate plan for the continued development of the airline. Alternative strategies, including the use of different aircraft operating at different passenger levels, were evaluated by means of a custom prepared computer model. The economic impact, in terms of foreign exchange earnings, as well as financial considerations, was used to determine the most appropriate policy.

40. Kenya: Kenya Industrial Estates

For some years we have been involved in providing finance courses for small entrepreneurs of the Kenya Industrial Estates. Such courses have been run in Nairobi, Mombasa, Machakos, Meru and Nyeri.

41. Kilgoris Farm in Kenya

The farm has an existing 2000 acres near Kilgoris, Kenya. Price Waterhouse prepared cash flow projections for its ranching, dairy farming and maize farming activities. This included the evaluation of financial feasibility based on demand and supply projections for each activity which in turn formed the basis for projecting capital expenditure programs.

Dates of Performance: January - June 1985

42. Kenya: Ministry of Local Government
Local Government Loans Authority (LGLA)

The LGLA is a unit within the Ministry of Local Government responsible for controlling and accounting for loans to local authorities throughout the Republic. We completed an assignment, which has extended over twelve months, which:

- examined the training requirements of LGLA
- eliminated a 6 year accounting backlog
- recommended changes to the accounting systems
- identified appropriate management information requirements
- formulated computerization strategy.

Dates of Performance: January - August 1984

43. Kenya: Nairobi City Commission, Water and Sewerage Department

Price Waterhouse reviewed and assessed the existing organization structure with regard to management, administration, accounting, computing and staffing. Work involved identifying deficiencies and assessing additional change required to the institutional framework and organization structure of the water and sewerage department.

Price Waterhouse also performed financial analysis and modelling for 10 years for this World Bank funded project. The work included the preparation of tariff projections which formed the basis for the evaluation of capital expenditure programs, the long term appraisal of proposed capital development projects in order to prioritize projects in accordance with available funding, review of organization management and accounting functions relating to the finance functions.

Dates of Performance: July 1985 - present

44. Kenya: Nairobi City Commission, Computer Department

In addition to the above, we are conducting a separate study of the computer requirements of the Commission. The Commission has a computer facility and Price Waterhouse has been retained to enhance its utility. This involves the documenting of existing systems and the design of improved software. An integral part of the design is liaison with the City Treasurer's Department to ensure accounting requirements are fully taken into account.

Dates of Performance: July 1985 - present

45. Kenya: National Housing Corporation

Price Waterhouse is currently engaged on an assignment on behalf of the National Housing Corporation to assist in the development of computer facilities. The initial stage of the project investigated the requirements of the Corporation and recommended hardware and software strategies that were appropriate. This included recommendations on individual department and management information requirements and was funded by USAID. At present, Price Waterhouse is overseeing the development of the software and the implementation of the computerization strategy.

Dates of Performance: January 1985 - present

46. Kenya: Project Implementation Unit, Ministry of Education

Price Waterhouse reviewed the disbursements and accounting systems for this World Bank financed project. Part of the assignment also included the implementation of education projects in Kenya and discussions with several government ministries including the Ministry of Works, Ministry of Agriculture, and the Treasury.

Dates of Performance: June 1984 - December 1984

47. Shell Petroleum Kenya

This assignment involved a five day in-house course for finance staff on computer control techniques.

48. Kenya: Signet Ltd

Price Waterhouse has provided the financial expertise in the following hotel feasibility studies prepared jointly with signet:

- A proposed new hotel on Kenya Coast
- A well known luxury safari camp in Kenya
- An existing lodge in Tanzania.

For each of the studies we were responsible for preparing and analyzing financial and economic forecasts.

Dates of Performance: July 1985 - December 1985

49. Kenya: Standard Chartered Bank

Price Waterhouse presented a three week course on computer audit training to the internal audit staff of Standard Chartered Bank in Nairobi. This course was preceded by a two day intensive seminar for all the senior executives of the bank aimed at introducing them to computer technology and concepts.

50. Lesotho: Water and Sewerage Transformation Study

Price Waterhouse examined the implications of forming a public corporate body to undertake activities presently executed by a government department. The study included the use of computer based modelling tools to evaluate financial implications and analysis of tariff structures.

The project also included identification of organizational structure options and the impact of potential changes, a review of manning levels, the evaluation of the social impact of tariff options and consideration of the legislative aspects of the project.

51. Liberia: Monrovia City Council

Price Waterhouse was selected to undertake a municipal management study within the council, with the objectives of:

- Reviewing the legal framework for the City Corporation, identifying areas of overlap between it and other government departments and recommending improvements to the statutes and charter
- Recommending the functions to be carried out by the City Corporation and designing appropriate organizational structure to carry them out with implementation programs.
- Reviewing and designing new accounting systems and procedures
- Recommending new methods of finance and revenue generation together with future manpower and equipment needs
- Generating a five year plan
- Ascertaining training needs for key staff and ways of meeting those needs by internal and external means.

52. Malawi: Ministry of Agriculture and Natural Resources

Price Waterhouse was asked to carry out a review of the overall operations of a treasury fund within the Ministry of Agriculture and Natural Resources, Malawi. The scope of this review included:

- Organization and management structure
- Accounting and other systems
- Tariff structures and related procedures
- General operating procedures

A variety of recommendations for improvements were made.

53A. Malawi: Ministry of Works and Supplies

Price Waterhouse was engaged to assist in the creation of a National Water Department within the Ministry of Works and Supplies, to take responsibility for providing water and in some cases sewerage services throughout the country. The assignment involved:

- Developing an accounting and administrative organizational structure and specifying manning levels
- The design and implementation of accounting, costing, management information, purchasing and stock control systems
- Installation of procedures for claiming disbursements from the Africa Development Bank
- Preparation of a financial plan
- Valuation and recording of fixed assets
- Preparation of a manpower plan and assisting in the initial recruitment of senior staff
- Detailed instruction and training of management and other local staff.

At the end of our work the new department was firmly established under local management without a need for further external assistance.

53B. Malawi: Ministry of Works and Supplies

The Ministry was concerned about increasing working capital tied up in stock at the Central Stores Organization. This problem was compounded by major accounting deficiencies including a large sales invoice backlog and by falling standards of service from stores. PW was commissioned to investigate the causes of this situation and to put forward proposals for resolving the accounting problems.

The objective of the study was to eliminate the invoice backlog, improve service levels and reduce substantially the working capital requirements and bank overdraft in the long term. These proposals were accepted by the Ministry, and computer based systems for stock control, purchase ordering, stock accounting and sales invoicing were designed and introduced at several locations. The client's own staff was trained in the use and maintenance of the new systems.

As a result of this work, the Central Stores Organization was able to produce accurate and timely accounts and debtors were considerably reduced. Major reductions in working capital were achieved and the bank overdraft was substantially reduced and maintained subsequently at targeted levels.

54. Malawi: Organizational Restructuring of Spearhead Enterprises, Ltd

Spearhead Enterprises acts as a national holding company. It is directly involved in the growth, distribution, and export of such crops as corn, rice, tobacco, tea, coffee, cattle, crops and dairy products, and holds title to land parcels totalling 110,000 acres. The company is owned by the government and reports to the ministry concerned. Following the recurrence of serious financial and other problems which had been developing over a number of years, Price Waterhouse was engaged to advise on the development of a suitable organizational structure, financial management systems, and export marketing plans.

Price Waterhouse was engaged to:

- Reorganize management
- Develop adequate financial management systems
- Design export marketing plans
- Conclude disengagement from parent company, the Malawi Young Pioneers
- Secure High Court approval for a corporate arrangement involving debt write-downs and conversion of debt into unsecured notes and equity
- Systemize titles to land holdings

- Prepare feasibility studies and guide realization of joint ventures with local and foreign third parties.

The project required four years for completion. A measure of its success is that Spearhead Enterprises is currently showing an operating profit.

55. Malawi: Tea Industry Survey

Price Waterhouse carries out an annual market survey of the tea industry in Malawi for the Tea Association.

We have been responsible for the annual survey of the Malawi Tea Industry since 1970. The work content covers areas, ages and types of tea planted, production achieved, financial statistics covering operating costs, detailed stratified wage breakdown, and utilization of proceeds. It also covers return on capital in nominal terms and inflation adjustments, and examines sources of energy for tea factories and their cost-effectiveness.

56. Somalia: Hamko International Corporation

Price Waterhouse was engaged to prepare a feasibility study for a new hotel in Mogadishu, Somalia. The scope of this project included:

- A review of the political and economic constraints of doing business in Somalia
- A review and analysis of hotel supply and demand in Mogadishu
- Coordinating with the client, architects and builders to determine the size and type of hotel which would best suit the Mogadishu market
- Development of staffing levels and salaries, pricing strategies, occupancy forecasts and cost structures
- Preparation of cash flow projections and projected departmental and overall profit and loss statements.

57. Somalia: Ports Authority

Price Waterhouse undertook a project financed by the World Bank to review the operations of a port authority in the Somali Democratic Republic. Recommendations were made for wide ranging changes and PW followed through the implementation of these changes. The project covered the following:

- Review of the existing port operations relating to the handling of ships, cargo, warehouses and storage
- Undertaking an in-depth study of cargo handling methods, giving regard to the use, deployment, control and maintenance of mechanical aids and the organization of dock labour
- Development of revised and updated tariff structures
- Design of a tariff based costing system
- Design and implementation of a maintenance costing system and effective methods of inventory control
- Development of improved financial management accounting systems
- Design of accounting procedures
- Revaluation of capital assets using current price levels.

58. Tanzania: Commonwealth Secretariat/Ministry of Trade

We undertook a multinational market survey on behalf of the Tanzanian Ministry of Trade to ascertain the export opportunities for certain Tanzanian manufacturers. This work involved desk and field research in 10 countries for various products. The recommendations which were made regarding the export marketing strategy would be implemented by the newly-formed Board of External Trade in Tanzania.

59. Uganda: International Fund for Agricultural Development (IFAD)

The objective was to assist in the preparation of a food and agricultural development project. The study commenced with an examination of a previous project brief which had been submitted to IFAD. Based on this work the consultants formulated a list of possible projects and undertook feasibility analyses of these. The work undertaken included:

- A review of existing data
- Provision of a project design for the systems including farm input supply and food crop marketing
- Provision of methods for monitoring and evaluation
- A review of agricultural research results
- A review of rural institutions including agricultural extension.

60. Zimbabwe: Adult Literary Organization - Aloe Press Division

Performed a review of the Press Division covering past performance, a feasibility study of future performance, administrative efficiency and management information.

This study indicated that the press was viable and our report recommended that it should continue operating provided certain operational aspects of the business were rectified.

61. Zimbabwe: Agricultural Finance Corporation

Price Waterhouse was responsible for the development and presentation of tailor made course on the internal audit function. Main topics included:

- The role, standards and objectives of the internal audit profession
- Internal control, including an introduction to EDP concepts and controls
- Information gathering, in particular interviewing skills and flowcharting

- Systems evaluation, focusing on the use of internal control questionnaires
- Audit tests and techniques
- Sampling and working paper documentation

62. Zimbabwe: Agro-industry

This assignment entailed a review of the implications of statutory instrument 1985/86 to assist Government in its consideration of the highly complex but nationally important issue of agro-industrial wages. The project was sponsored by a consortium of agricultural enterprises. Work involved the consideration of the importance of the agro-industry, financial effects, economic effects, social considerations and long term considerations.

63. Zimbabwe: Hunyani Group of Companies - Training

This assignment included the development and presentation of a course on Lotus 1-2-3, a spread sheet modelling package. The course covered spreadsheet concepts, building and printing simple models, graphics, data handling and uses of modelling.

Hunyani Paper & Packaging

For Hunyani Paper & Packaging, Price Waterhouse was involved in the development of information systems development strategy, requirement specifications, and selection of computer systems supplier.

This has been an eighteen month project to develop information systems for a group of five companies. The project included an extensive review to determine the overall information requirements of the companies. The assignment also included the preparation of detailed requirement specifications of twenty applications ranging from accounting systems to manufacturing systems. Data flow analysis methods were extensively used during this phase of work. The assignment was completed with the evaluation of supplier tenders and the selection of a suitable supplier of computer systems. This phase also included detailed planning for the implementation phases of the project which are now commencing. We have a continuing commitment to support the implementation phases.

64. Zimbabwe: Major Tobacco Packer

We have recently begun an assignment to conduct a corporate review program for this client. The first phase of this project will involve the development of a broad business strategy, including business practices, profitability, cash flow capital and organizational structures. Subsequent phases include the development of a detailed 5 year business plan and the review of computer based management information and accounting systems.

65. Zimbabwe: Paper Making Mill

Price Waterhouse reviewed the costing and recording of production for this major paper making plant, with a view to defining the requirements of the organization's management information systems. The work included the development of an overview of requirements, detailed analysis of requirements and the preparation of a formal requirements definition specification (RDS). This was a high quality document that could be read and understood by third parties including software houses.

66. Zimbabwe: Private Maternity Hospital

Price Waterhouse performed a feasibility study for converting an existing hotel in a high density area into a private maternity hospital. The study involved establishing capital costs of the project, annual operating costs of the clinic, calculations of revenue under differing levels of utilization and review of demand.

67. Zimbabwe: Reinsurance Corporation

Price Waterhouse was asked to design an accounting procedures manual covering all aspects of the accounting function. The work involved fact finding and documentation of policies and procedures, review of internal controls, development of recommendations and introduction of changes, drafting of manual, discussions with management, and final editing before issue.

68. Zimbabwe: Fertilizer Corporation

We have recently started an assignment to perform a business practices review for this client. This project has been divided into 3 phases as follows:

- Preliminary review of available options to alleviate business constraints and cash flow difficulties
- Detailed analysis of viable options and development of an implementation plan
- Implementation of viable options.

69. USAID: Belize-AID Export and Investment Promotion Project

Price Waterhouse, in association with International Resources Group (IRG), is currently assisting USAID/Belize in the design of an export and investment promotion project paper. The project seeks to develop and enhance the private sector's capacity to promote technical assistance in this area, and to facilitate export and tourism projects undertaken in Belize.

Dates of Performance: January 27, 1986 - March 15, 1986

70. USAID: Central American Region - Institutional Assessment of CABEI and Project Paper Analyses for AID Loan to CABEI

Price Waterhouse recently completed an institutional assessment of the Central American Bank of Economic Integration (CABEI) for AID's Regional Office for Central America and Panama (ROCAP). The project team's analyses covered several areas:

- Review of the economic background of the region and the strategic position of CABEI, including recent performance, medium and long-term strategies, and CABEI's future role
- Analysis of organization and management of CABEI
- Financial analysis leading to findings and recommendations concerning liquidity, collections, resource mobilization, and financial planning
- Provision of recommendations regarding U.S. Government assistance strategy toward CABEI.

As a follow-on to the above work, Price Waterhouse conducted a series of analyses to develop an AID project paper for a \$50 million loan to CABEI. The following analyses were conducted

- A demand analysis of the potential infrastructure and export-oriented private sector projects in the region
- An analysis of the private sector portfolio recuperation effort (turn-around on problem loans)
- An institutional analysis of CABEI and the intermediate credit institutions which would implement the project
- Financial analyses, including cash flow projections and sensitivity analyses, under several scenarios.

We provided recommendations for the final project design including AID loan size, technical assistance and training requirements, institutional arrangements and a detailed project budget. AID recently approved the loan project.

Dates of Performance: January 1985 - May 1985

71. USAID: Costa Rica - Centro Agronomico Tropical de Investigacion Y. Ensenanza (CATIE)

For this USAID implementing agency, devoted to education and research in the field of agricultural sciences, Price Waterhouse designed procedures manuals related to financial management, accounting controls, budgeting, and human resource management. Our firm also evaluated the institution's performance in the areas of project management and implementation.

Dates of Performance: April 1982 - June 1983

72. USAID: Costa Rica - Instituto Latinoamericano
para la Prevencion del Delito
(ILANUD)

Price Waterhouse was contracted by USAID to conduct an evaluation of this organization which is based in Costa Rica and is part of the United Nations institutional structure. The scope of the evaluation included the financial management capabilities of ILANUD, encompassing the accounting system, internal controls in financial and administrative transactions, organization and staffing in the financial area, and the budgeting system.

Dates of Performance: January 1985

73. USAID: Ecuador - Economic Advisory Services

USAID/Ecuador contracted Price Waterhouse in 1983 to undertake an assessment of the planned economic program of the President Elect, Febres Cordero, and to identify and scope priority technical assistance projects which should be undertaken to facilitate the effective implementation of the economic program.

74. USAID: El Salvador - FUSADES

Price Waterhouse is currently conducting a project to design and/or improve operating policies and procedures for the Fundacion Salvadorena de Desarrollo Economico y Social (FUSADES), a host country implementing agency in El Salvador. The primary objective of this private voluntary organization is to generate employment and promote non-traditional exports by planning and implementing economic development projects, most of which are funded by USAID grants.

In the first five weeks of the project, draft manuals were delivered to USAID/El Salvador and FUSADES. The manuals covered the following four subjects:

- Project Planning, Monitoring and Evaluation
- Project Contracting
- Financial Management
- Personnel Administration

In Phase II of the project we will incorporate AID's and the client's comments and develop a fifth manual for FUSADES.

Dates of Performance: February 17, 1986 - June 10, 1986

75. USAID: El Salvador - FUSADES Procedures Manuals

FUSADES is a non-profit Salvadoran organization which is a significant recipient of USAID grant funds. Our assignment as a work order under our Financial Management IQC with USAID was to develop, circulate for comment and finalize policy and procedures manuals for the organization in the areas of:

- Procurement and contracting
- Project management
- Financial operations and chart of accounts
- Personnel, including conflict of interest and confidentiality policies.

These manuals were designed not only to facilitate the internal operations of FUSADES, but also to enable USAID to delegate, with assurance, certain recordkeeping and processing functions to FUSADES. For example, each of the manuals highlighted USAID recordkeeping and approval requirements when USAID funds were utilized in a specific program or expenditure. By agreeing on the policies and procedures to be employed by FUSADES, USAID could substantially reduce their review of paperwork and time spent in oversight of FUSADES, without compromising accountability and auditability of their activities.

Dates of Performance: February 1986 - Present

76. USAID: Guatemala - Development Administration Improvement Project

Price Waterhouse was engaged under an IQC with USAID to conduct an evaluation of the Development Administration Improvement Project (AID Grant No. 520-0270). This project was carried out by the Direccion de Financiamiento Externo y Fideicomisos (DFEF) within the Ministerio de Finanzas Publicas from September 29, 1980 to December 31, 1984. The evaluation was conducted from April 29 to May 24, 1985, in Guatemala.

The stated project goal was to improve the administrative capacity of those institutions responsible for the implementation of the Government of Guatemala's investment programs. The project contributed to this goal by improving the institutional capacity of the Ministry of Finance in the management of externally-financed development programs.

Dates of performance: April 1985 - June 1985

77. USAID: Honduras - Export Development and Services

Price Waterhouse conducted an engagement for USAID/Honduras, under an IQC work order, to determine the requirements for increasing exports of non-traditional projects to the U.S. and other industrialized nations. The engagement focused on the following:

- Determination of the financial and support services required by exporters
- Assessment of the adequacy of current services provided by Honduran institutions and service organizations to exporters
- Determination of the feasibility of establishing export trading companies
- Provision of recommendations for financing export receivables.

The study was undertaken at the request of USAID/Honduras which was preparing a \$20 million export development assistance project. The project team interviewed exporters, bankers and officials of governmental and private institutions to assess the demand for and supply of services and make recommendations on specific means for expanding both export and financing services.

Key recommendations dealt with the establishment of special product export management companies (SPECOs), the introduction of transaction-based financing in the banking sector for exporters and the introduction of an export credit insurance scheme.

On the basis of the resultant study, USAID/Honduras prepared an Export Development Project which is currently in implementation.

Dates of Performance: April 1984 - June 1984

78. USAID: Honduras - Technical Services for National Representation

Price Waterhouse, in association with International Resource Group (IRG), has recently been awarded an AID-financed contract to assist a private sector organization, the Foundation for Business Research and Development (FIDE), to increase non-traditional Honduran exports by facilitating extra-regional/U.S. market access. The project scope of work includes the following:

- Evaluate U.S. and other extra-regional markets to identify opportunities for purchase/production/investment agreements with Honduran non-traditional exporters
- Evaluate Honduran non-traditional export potential
- Facilitate appropriate matches between Honduran producers and foreign buyers/contractors/investors
- Specify market requirements, assist the producers to meet these requirements, and establish a continuing commercial relationship between buyer and seller
- Establish export and "closed deal" targets
- Provide training for FIDE staff.

Dates of Performance: October 1985 - Present

79. USAID: Jamaica - Management Training for Ministries

Price Waterhouse conducted a management training needs assessment of major ministries of the Government of Jamaica: the Ministries of Agriculture, Education, Housing and Construction, and Public Service. This project involved conducting a management review of eight administrative functional areas within the ministries examined: project management, budgeting, management reporting, accounting and internal controls, personnel, procurement, planning, and fixed asset management. The adequacy of the current systems and procedures was assessed, strengths and weaknesses identified, and the training needed to improve existing procedures was developed. The study also included an inventory preliminary assessment of the institutions.

This project was undertaken as an initial planning component of a project identification document to be prepared in connection with USAID's plans to make a loan to Jamaica to assist in upgrading public sector management through training activities.

Dates of Performance: 1982 - 1983

80. USAID: Jamaica - Small Scale Manufacturing Assistance Project

USAID/Jamaica engaged Price Waterhouse to undertake technical studies and prepare a project paper for a proposed \$15 million program to assist small scale manufacturers to obtain expeditiously foreign exchange and permits to import raw materials and spare parts.

Specifically, Price Waterhouse was engaged to:

- Survey small manufacturers to assess their financial needs and access to foreign exchange for imports
- Design streamlined procedures through which the target group could receive foreign exchange and import permits
- Prepare economic, technical, financial, and social feasibility analyses.

The study concluded that without major changes in Jamaica's exchange rate policies, the expected economic benefits of the project could not be realized. After the USAID/Jamaica review, it was decided not to proceed with the project until exchange rate policies were changed.

81. USAID: Latin America - Design of Micro-lending Guaranty Pool

Price Waterhouse assisted USAID's Bureau for Private Enterprise (PRE) in the feasibility study and later project design for a guaranty pool to assist in lending to micro-borrowers. This guaranty pool will be established through Action International, a U.S. based private voluntary organization (PVO), with affiliates in several Latin American countries active in the provision of technical assistance to private foundations. The AID guaranty will allow local Action affiliates, which are independent PVOs, to expand their lending to micro-businesses and associations (such as vendors, small craftsmen, and cottage industries). This guaranty pool will increase the credit available to these micro-businesses which are otherwise blocked from obtaining credit through conventional sources.

82. USAID: Pakistan - Private Sector Coal Assessment

We were engaged by the U.S. Agency for International Development to assist the Government of Pakistan to broaden the role of the private sector in the development of Pakistan's domestic coal resources. Price Waterhouse performed the following tasks to complete this engagement:

- Analyzed the available evidence about barriers to entry for both domestic and international firms
- Analyzed the institutional, technical, and financial conditions of the Pakistani coal industry and organized the material into a document permitting USAID and the government of Pakistan to understand the dimensions of the problems and to provide a sound basis for policy reforms
- Evaluated proposals from coal mining firms and identified joint venture companies with the potential to play a major role in developing the coal industry
- Assisted the Pakistani government and USAID in formulating policy options to stimulate the coal industry and analyzed the options in terms of effectiveness, cost, feasibility, and risk
- Planned and conducted a workshop to discuss the options which involved developing a list of firms and organizations with potential interest in mining, marketing, or consumption of coal in Pakistan.

83. USAID: Panama - Formative Evaluation of the National Investment Council (Consejo Nacional de Inversiones) of Panama

Price Waterhouse performed a formative evaluation of a \$3.9 million, four-year USAID/Panama project designed to assist the Council in promoting and facilitating export oriented investment, both domestic and foreign. In association with a joint USAID/CNI committee, our team performed quantitative and qualitative assessments of the project's management and performance halfway toward implementation. Our work involved extensive data collection and in-depth interviews with officials from USAID, CNI, the Ministry of Industry and Commerce, the Ministry of Planning and Economic Policy, and various private sector groups. Interviews also were conducted with current and prospective investors and other users of CNI's services.

Our final report presented the findings of our evaluation, as well as project achievement, key problems and recommendations for improvement.

Dates of Performance: January - April 1986

84. USAID: Panama - Small Business Lending Program Phase-Out Planning

Price Waterhouse was engaged by USAID/Panama to prepare an implementation plan to phase out a Small Business Lending Program at the Ministry of Commerce and Industry over a two-year period, and to establish a schedule for transfer of funds to a new Small Development Project to be operated by the National Bank of Panama.

All outstanding loans under the original project were identified, classified, and repayment projections made through detailed portfolio analysis. These projections, combined with a workload analysis for the transition period, were used to prepare an implementation schedule and a personnel phase-out plan. Detailed task descriptions were prepared for the transition team to carry out the recommended collections process.

Dates of Performance: December 1984 - February 1985

85. USAID: Philippines - Farm Systems Development Corporation (FSDC)

Under Price Waterhouse's Financial Management Services IQC with AID, we performed an organizational, financial and management review of FSDC. A recipient of USAID Grant and Loan funds, FSDC is involved in the provision of credit and agricultural extension services to small-scale farm cooperatives throughout the Philippines. Prior to our review, FSDC had been experiencing cash flow difficulties, its enterprise activities were losing money and there was evidence of inadequate recordkeeping systems and procedures. Our five-week on-site review addressed:

- The financial viability of FSDC
- The appropriateness of the existing organization, systems and personnel complement
- An action plan to address deficiencies noted.

Our report dealt, in a very straightforward way, with the serious problems confronting FSDC. Our extensive analysis of the current situation, and the action plan designed to address each of the significant problem areas, formed the statement of work and justification for a USAID project to correct these deficiencies.

Dates of Performance: July - September 1985

86. USAID: Portugal - Management Review of the Ministry of Agriculture and Fisheries (MAF)

Price Waterhouse undertook a management review of the ministry under USAID grant. The engagement involved assessments and recommendations relating to organization and management practices, program and project development, budgeting, financial systems and training needs.

87. United States Information Agency:
Implement the DOS Financial Management System

The United States Information Agency (USIA) is a foreign affairs agency whose mission is to advise the President, Secretary of State, and National Security Council on implications of foreign opinion; promote overseas understanding of U.S. foreign policy and actions; and communicate to and with foreign people overseas the knowledge of American society, culture and values. The Agency operates at more than 200 locations in more than 120 countries. Overseas USIA employees are usually located at embassies and consulates operated by the Department of State.

In tandem with our project to develop and implement an integrated, worldwide Financial Management System for the Department of State, Price Waterhouse was asked to implement the same system at USIA. Although developed primarily for the Department of State, all serviced agency processing requirements were incorporated into the design of the system operating overseas. As a result, the system meets the basic accounting and budgeting requirements of all agencies working in the foreign affairs environment, including the USIA. During the initial phase of the engagement, we completed the following tasks while defining the incremental functional requirements of the USIA:

- Analyzed and documented the overseas and domestic business functions and organization activities
- Analyzed and documented all overseas and domestic source documents
- Analyzed and documented all overseas and domestic consolidated accounting and reporting requirements in accordance with GAO, OMB, and Treasury external reporting requirements
- Analyzed and documented existing and potential FMS interfaces, including the payroll and non-expendable property systems
- Developed staff and terminal requirements based on document and transaction volumes
- Prepared specifications for system modifications
- Developed the strategy for the system implementation approach and sequence.

Dates of Performance: October 1984 to January 1986

88. US Peace Corps: Implement the DOS Financial Management System

The Peace Corps is a foreign affairs agency of the U.S. Government whose purpose is to promote worldwide peace and friendship, to help the peoples of other countries in meeting their needs for trained manpower, to help promote a better understanding of the American people on the part of the peoples served, and to meet the basic needs of those living in the poorest areas of the countries in which the Peace Corps operates. It consists of 19 domestic offices, including its headquarters in Washington, D.C., and overseas operations in more than 62 countries.

Subsequent to our work with the Department of State and being asked to implement the Financial Management System (FMS) at the U.S. Information Agency, Price Waterhouse was asked to implement the FMS at the Peace Corps.

Our basic understanding and some of the unique requirements of the Peace Corps accounting and budgeting requirements were obtained during the development of the Department of State's overseas FMS. (In fact, the Peace Corps as a serviced agency is currently being serviced by the overseas FMS). In addition, during the first phase of this engagement to implement the FMS at the Corps, structured interviews were performed, additional documentation was analysed and existing systems were reviewed to confirm their differences with other foreign affairs agencies and to identify the incremental requirements of the Peace Corps.

Dates of Performance: September 85 - present

89. US Peace Corps: Training in Internal Controls

Price Waterhouse has developed internal control and training manuals and conducted internal control training seminars for the Peace Corps. The objective of the engagement was to familiarize selected Peace Corps personnel with the concepts of internal control. Also, certain Peace Corps personnel were trained to enable them to conduct in-house internal control training seminars.

In addition to the development of internal control and training manuals, the scope of the engagement included conducting three training sessions for twenty or thirty participants. Each training seminar was designed for different levels of management but covered the following major areas:

- Basic internal control concepts
- Relevant internal control pronouncements
- How to conduct a vulnerability assessment (including identifying assessable units)
- How to conduct an internal control review (detailing the six major steps in the process).

Dates of Performance: June 1985 - December 1985

90. U.S. Department of State
Foreign Service Institute

Price Waterhouse's Office of Government Services (OGS) is currently engaged by the U.S. Department of State's Foreign Service Institute to develop instructional programs for personnel responsible for the financial management of U.S. embassies and consulate posts overseas. The training focuses on the application of skills in:

- The new automated data processing system for financial management and accounting controls
- Budget and financial practices and procedures in the U.S. Department of State.

The training program includes approximately 150 self-instructional training modules that are based on task analysis conducted by project staff and developed according to ISD principles. The modules include criterion-reference tests and are adaptable to a correspondence course. Training methodologies include simulation, discovery learning, and self-paced study. Student material and an instructor's guide are being prepared.

Dates of Performance: March 1982 - present

91. U.S. Department of State
Design and Development of a
Worldwide Financial Management System (FMS)

The Department of State operates in more than 15 locations in the United States and more than 300 locations in more than 140 countries overseas. Its operations are funded under approximately 300 reimbursement agreements and by approximately 24 appropriations and funds. Funds are allotted to dozens of fiscal officers in the United States and hundreds of officers overseas.

Price Waterhouse was initially engaged by the Department of State in 1980 to perform a requirements analysis and conceptual design for a new worldwide Financial Management System (FMS). The conceptual design defined the impact of the FMS on other related manuals and automated systems, the

extent of financial code or code structure changes, and the extent of organizational and staffing changes. It also defined the Department's computer requirements for the financial management system, taking into consideration existing equipment and equipment being procured or to be acquired. Finally, the conceptual design that Price Waterhouse prepared for the Department of State's financial management system described the means for integrating planning, programming, and budgeting practices in support of budget formulation and review of manual appropriation requests.

Price Waterhouse was then selected to design and implement the FMS domestically and in 15 countries overseas (Stage II) Our contract includes an option for the Department to engage us to complete the worldwide implementation at an additional 150-200 cities overseas (Stage III).

This project includes the preparation of user manuals for various applications fo the automated system. The user manuals include system overview narrative, document flow diagrams, and detailed user procedures in playscript format. The project also includes the presentation of training sessions at American Embassies throughout the world. A complete instructor file including lecture notes, flip charts, transparencies, exercises, and handouts was prepared for use by the Price Waterhouse trainers and by State Department personnel.

Dates of Performance: 1980 - present

AWARD/CONTRACT 1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 350) RATING PAGE OF PAGES 1 20

2. CONTRACT (Proc. Inst. Ident.) NO. 623-0000-C-00-6016-00 3. EFFECTIVE DATE See Blk 20C 4. ACQUISITION/PURCHASE REQUEST/PROJECT NO. Action Memo from RFIC Dtd 4/1/85

5. ISSUED BY CODE REGIONAL CONTRACTING OFFICER REDSO/ESA Box 221, APO NY 09675 6. ADMINISTERED BY (if other than item 5) CODE REGIONAL FINANCE MANAGEMENT CENTER (RFMC) 11 AUG 1985

7. NAME AND ADDRESS OF CONTRACTOR (No., street, city, county, State and ZIP Code) Price Waterhouse 1801 K Street N.W. Washington, D.C. 20006 6. DELIVERY FOB ORIGIN OTHER (See below) 9. DISCOUNT FOR PROMPT PAYMENT N/A

10. SUBMIT INVOICES (4 copies unless other wise specified) TO THE ADDRESS SHOWN IN ITEM See Blk 12

11. SHIP TO/MARK FOR CODE FACILITY CODE 12. PAYMENT WILL BE MADE BY CODE RFMC Box 30261, Nairobi, Kenya

13. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION: 10 U.S.C. 2304(c)(1) 41 U.S.C. 253(c)(15) 14. ACCOUNTING AND APPROPRIATION DATA 72-1161.00 COEA-86-21622-0000 X660150 25908 \$1,000

15A. ITEM NO.	15B. SUPPLIES/SERVICES	15C. QUANTITY	15D. UNIT	15E. UNIT PRICE	15F. AMOUNT
	Accounting and Financial Management Services for East and Southern Africa.				
	Indefinite Quantity Contract (IQC)			Estimated Not to Exceed	
					15G. TOTAL AMOUNT OF CONTRACT \$250,000

FUNDS AVAILABLE
RFMC USAID/KENYA
Date: 08/04/86
\$250,000

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X	B	SUPPLIES OR SERVICES AND PRICES/CCSTS	2-6	PART III - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACH.			
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17. CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return 4 copies to issuing office.) 18. AWARD (Contractor is not required to sign this document.) Your offer on Solicitation Number 4, including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation and your offer, and (b) this award/contract. No further contractual document is necessary.

19A. NAME AND TITLE OF SIGNER (Type or print) F. H. DIGBY - JOHNS PIC CONSULTANCY - AFRICA 20A. NAME OF CONTRACTING OFFICER Clement J. Bucher

19B. NAME OF CONTRACTOR BY F. H. Digby - Johns (Signature of Contractor authorized to sign) 19C. DATE SIGNED 08/07/86 20B. UNITED STATES OF AMERICA BY Clement J. Bucher (Signature of Contracting Officer) 20C. DATE SIGNED 8/8/86

SECTION B - SERVICES AND PRICES

B.1 Purpose

The purpose of this indefinite quantity contract is to provide quick response technical services related to the field of accounting and financial management for East & Southern Africa during periods of up to 120 calendar days. Specific services will be requested through "Work Orders" issued by the cognizant contracting officer, in accordance with the clause of this contract entitled "Ordering."

B.2 Work Order Prices

Work orders will contain fixed daily rates for full-time and intermittent contractor employees and contractor-furnished consultants as described in Section C.4 who will provide services under the work order. Fixed daily rates shall include salaries and wages, payroll costs (fringe benefits, FICA, etc.), indirect costs, and profit, if any. In addition to fixed daily rates for employees and consultants, other direct costs necessary for the performance of the work, such as travel and subsistence expenses, may be authorized in the work order. No indirect costs or profit will be applied to other direct costs.

B.3 Fixed Daily Rates

- a. The contractor shall be paid for authorized services provided under work orders issued hereunder at fixed daily rates which shall include salaries and wages, payroll costs (fringe benefits, FICA, etc.), indirect costs, and profit, if any, computed as set forth in this paragraph and applied to direct labor days of work performed. At posts where Danger Pay allowance is granted, the fixed daily rate may include this allowance. See Section H.1.b.
- b. The length of the contractor's overseas work day shall coincide with the work day for employees of the AID Mission. The fixed daily rate for a fractional part of a day shall be pro-rated. No overtime or premium pay will be paid.
- c. A fixed daily rate will be established in each work order for each individual to be furnished by the contractor under the order. Fixed daily rates are determined by multiplying the individual's daily salary by the appropriate multiplier for the individual's classification. The daily salary is computed by dividing the individual's annual salary by 260, the standard number of work days in a year. The annual salary which will be used to determine the daily rate will be negotiated in accordance with the applicable Federal cost principles for each individual nominated for work under each delivery order.

The fixed daily rates established in the work orders are not subject to revision.

The multiplier(s) for each classification are:

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TABLE OF FIXED DAILY RATES: FULL TIME EMPLOYEES

<u>CATEGORY OF SPECIALIST</u>	<u>MAXIMUM DAILY SALARY</u>	<u>FRINGE BENEFIT FACTOR</u>	<u>INDIRECT COST FACTOR</u>	<u>PROFIT FACTOR</u>	<u>FIXED MULTIPLIER</u>	<u>MAXIMUM FIXED DAILY RATE</u>
Manager/Project Manager	261	25	105	8.0	2.768	722.45
Senior Accountant	160	25	105	8.0	2.768	442.88
Junior Accountant	85	25	105	8.0	2.768	235.28
Financial Analyst	175	25	105	8.0	2.768	484.40
Systems Accountant/Analyst	175	25	105	8.0	2,768	484.40

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TABLE OF FIXED DAILY RATES: INTERMITTENT EMPLOYEES

<u>CATEGORY OF SPECIALIST</u>	<u>MAXIMUM DAILY SALARY</u>	<u>FRINGE BENEFIT FACTOR</u>	<u>INDIRECT COST FACTOR</u>	<u>PROFIT FACTOR</u>	<u>FIXED MULTIPLIER</u>	<u>MAXIMUM FIXED DAILY RATE</u>
Manager/Project Manager	N/A	N/A	N/A	N/A	N/A	N/A
Senior Accountant	110	8.0	10.0	8.0	1.283	141
Junior Accountant	57	8.0	10.0	8.0	1.283	73
Financial Analyst	123	8.0	10.0	8.0	1.283	158
Systems Accountants/Analyst	123	8.0	10.0	8.0	1.283	158

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TABLE OF FIXED DAILY RATES: CONSULTANTS

<u>CATEGORY OF SPECIALIST</u>	<u>MAXIMUM DAILY SALARY</u>	<u>FRINGE BENEFIT FACTOR</u>	<u>INDIRECT COST FACTOR</u>	<u>PROFIT FACTOR</u>	<u>FIXED MULTIPLIER</u>	<u>MAXIMUM FIXED DAILY RATE</u>
Manager/Project Manager	N/A	N/A	N/A	N/A	N/A	N/A
Senior Accountant	100	0.0	10.0	8.0	1.188	119
Junior Accountant	50	0.0	10.0	8.0	1.188	59
Financial Analyst	110	0.0	10.0	8.0	1.188	131
Systems Accountant/Analyst	110	0.0	10.0	8.0	1.188	131

B.4 Minimum Guarantee

The Contractor is guaranteed a minimum amount of \$1,000 during the life of the contract.

B.5 Maximum Ordering Limitation - Contracts

The contractor is required to provide, if ordered, up to a maximum of \$250,000 of work orders per year. This shall not be exceeded unless a higher amount is established by amendment to this contract.

SECTION C - STATE OF WORK

C.I. General Objective

The Contractor shall provide the services of short-term accounting and financial management personnel with highly technical qualifications to provide assistance in areas such as accounting, financial management, internal control, systems review, development or review of automated systems, financial analysis and related services of proposed or existing USAID activities within the Regional Financial Management Center's (RFMC) areas of responsibility. The Contractor may be required to review and report on the adequacy of host government, contractor, grantee or other organization resources for the purpose of implementing specific project or program related activities. Each work order will be normally limited to a one-hundred twenty (120) calendar day period.

C.2. Description of Services

a. Project/Non-Project Financial Analysis

- (1) Examining proposed AID projects within East and Southern Africa Region to determine financial and economic feasibility through the use of cost/benefit analysis, sensitivity analysis, risk analysis, opportunity cost studies and statistical analysis, for use in the development of the project proposed for AID financing;
- (2) Develop or analyze existing financial management information systems which will provide the data necessary for monitoring and evaluating the proposed AID financed projects;
- (3) Review and analyze financial statements of proposed project entities to determine financial viability for future growth and development;
- (4) Develop cash flow projections of proposed project entities based on budgeted revenues and expenditures;
- (5) Review and provide recommendations on foreign and local currency contributions to projects as related to project documents so that AID or host institution management can take corrective action in a timely manner;
- (6) Review direct and indirect U.S. Dollar and local currency costs related to contracts, grants, loans or other USAID sponsored activities; and
- (7) Other financial analysis reviews as required.

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b. Host Government/Contractor/Grantee Financial Review

- (1) Evaluate capabilities to account and report for USAID funds based on a review of the organization's system of funds accounting and voucher payment, and control system;
- (2) Assess the financial and management capabilities of organizations which implement AID-financed projects;
- (3) Review financial compliance with the terms of project agreements and prepare appropriate recommendations for Agency administration of the project;
- (4) Evaluate financial training needs and requirements; and
- (5) Review local currency requirements of projects by component.

c. Contractor/Grantee Cost Proposal Review

1. Conduct reviews of cost proposals submitted by contractors or grantees to verify overhead rates and the related base and method of allocation when there is no cognizant federal agency and to review the reasonableness of specific cost elements such as direct salaries, benefits, logistic support set forth in such cost proposals; and
2. Determine interim or final overhead rates for contractor or grantees having no cognizant federal agency.

d. Financial Management Improvement Reviews

- (1) Perform financial reviews within the Missions' financial priorities involving such areas as debt collection, internal control, cash management, accounting systems, local currency accounts and evaluation follow-ups;
- (2) Review and document various elements of financial management systems and recommend alternate procedures for improved efficiency and effectiveness to the needs of management; and
- (3) Design and program new automated systems or modifications to ongoing system.

e. Financial Management Instruction

- (1) Develop and conduct short-term training sessions to train AID and/or host institution financial personnel in accounting systems techniques, on the use and application of accounting systems, or on systems modifications designed by the contractor under work

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orders requested by AID. The contractors may be required to write training materials and design practical exercises in order to teach financial management personnel on the use of the system; and

- (2) Review and evaluate training needs and skill requirements of financial management personnel. Make appropriate recommendations for future training requirements and develop and conduct such training as requested.

f. Financial Management of Commodity Assistance Program

- (1) Provide financial management of commodity assistance programs, including PL-480 Titles I, PL-480 Title II, and Commodity Import Programs (CIP), to assure physical and administrative controls of the commodities and related costs and any local currency generations;
- (2) Assure that storage, transport and distribution activities are conducted in accordance with governing agreements, relevant U.S. Government and host country regulations and policies and procedures;
- (3) Provide end-use accounting for commodities imported under the commodity assistance programs to ensure disposition of commodities in accordance with applicable regulations and program agreements; and
- (4) Review, monitor, and report on the generation and accounting controls over local currency proceeds resulting from sale of commodities under commodity assistance programs.

C.3 Personnel qualifications

a. In order to perform the required services the contractor shall provide the following types of individuals;

Manager/project manager, senior accountant, systems accountant, junior accountant, systems analyst, programmer and financial analyst.

The manager, senior accountant, systems accountant, and financial analyst shall have previous experience in designing, testing, evaluating installing, and documenting major Federal Government and/or donor agencies accounting and financial management systems.

b. The contractor shall have professionals with previous experience in the above mentioned financial management areas with international organizations or U.S. Government foreign affairs agencies.

c. In support of project design efforts, financial analysts shall be provided to assess the management capability, prepare cash flows and projected income statements, and assess the profit and cash projections of project participants. They should also be able to determine training needs to strengthen the financial capability of project institutions.

d. Technical financial accounting and financial analysis expertise in the following areas shall be provided: Rural cooperatives, development banks health delivery systems, housing banks and cooperatives and other development organizations.

C.4 Position Categories

The following sets forth the minimum performance requirements and qualifications for the specific services which will be required under Work Orders issued under this contract. In addition to the experience requirements listed under each category, specialized experience covering other areas of financial management may be required.

- a. Manager/Project Manager. The manager/project manager will be the chief of the contract team for the activity requested in each work order. He must have a minimum 5 years of experience in the field of work and a college degree in a related field. Extra credit will be allowed for graduate study. Substitution of graduate study for experience will be on a one to one basis up to two years. (One year of graduate study is equivalent to an additional year of experience).
- b. Senior Accountant. The senior accountant will perform or assist in the performance in a number of tasks requested by work orders. The tasks will include but not be limited to:
 - (1) Designing, testing and installing new or modified accounting or financial systems.
 - (2) Preparation of accounting and financial manuals and the documentation of accounting and financial systems.
 - (3) Analysis of proposed AID projects. Preparation of projected income statements and project cash flow statements for project participants. Analysis of the internal controls and financial management system of proposed project institutions.

The senior accountant should have a college degree and a minimum of 2 years experience as an accountant or auditor.

- c. Junior Accountant. The junior accountant will assist a senior accountant in performing the duties listed under senior accountant, number B above. He should have a college degree.
- d. Financial Analyst. The financial analyst will perform financial analyses of proposed AID projects. He will prepare projected income statements and projected cash flow statements of project participants. He will also perform analyses of proposed project institutions including a review of the organization's internal controls and financial management system. The analyst will be required to design credit plans on selected AID projects. He must have a college degree, at least two years related experience and some previous experience in the field of financial analysis.
- e. Systems Accountant/Systems Analyst. The systems accountant/systems analyst will design, test, install and document new or modified accounting or financial systems including ADP systems. He should have a college degree and a minimum of 2 years experience in designing, programming, testing, installing and documenting accounting or financial ADP systems. Some work orders will require that the systems accountant/systems analyst have previous experience with U.S. Government accounting or financial systems, both automated and manual.
- f. Consultant. The consultant is not a permanent member of the contractor's staff. This category is to be used with prior approval when suitable staff is not available within the contractor's organization, but is available from the outside.

SECTION D - This section is not applicable to this contract.

SECTION E - This section is not applicable to this contract.

SECTION F -- DELIVERIES OR PERFORMANCE

F.1 Period of Contract

The effective date of this contract is (See Blk 20C). The expiration date of this contract is two years after the effective date.

F.2 Ordering

- a. Work order prices will be negotiated based on a written proposal from the contractor which contains the following information:
 - (1) A proposed time schedule for completion of the work.
 - (2) A pricing proposal for the order including:
 - (a) Proposed daily salary for functional positions proposed and biographical data (AID Form 1420-17) which must include the prior three-year salary history for each individual nominated for employment under the order;

- (b) The employment classification (full time or intermittent employee or consultant) of each individual nominated; and
- (c) Proposed other direct costs, e.g., travel, per diem, etc. which are considered necessary for completion of work under the order, and sufficient information to establish the basis for the estimate of such costs.

b. Each work order shall specify:

- (1) The work to be performed by the contractor,
- (2) The time and place(s) of performance,
- (3) An effective date and a completion date of the work order,
- (4) The number of work days ordered for each functional position,
- (5) The fixed daily rate for each authorized employee or consultant,
- (6) A ceiling price which shall constitute the maximum obligation of the Government to the contractor for performance of the work order; and
- (7) Government furnished property and logistical support, if applicable.
- (8) The language requirement for the work order, if any.

F.3 Technical Directions/Relationship with AID

Performance of work under each work order will be under the technical direction of an AID project manager who will be designated on the cover page of the order. The designated project manager shall provide guidance to the contractor for the services required under the work order, fill in details, suggest possible lines of inquiry or otherwise facilitate completion of the work. Such guidance must be within the terms of this contract and the work order and shall not change or modify them in any way except as provided for in Section F.4.

F.4 Performance of Work Orders

- a. The contractor shall, upon receipt of the work order, promptly commence the work specified therein. It is anticipated that there will be very short notice of requirements for services under this contract and the contractor's prompt response to these requirements is mandatory.
- b. Subject to the prior written approval of the designated project manager, the contractor may be authorized to extend the estimated completion date of a work order provided that such extension does not cause the elapsed time for completion of the work, including the furnishing of all deliverables, to extend beyond 30 calendar days from the original estimated completion date in the work order. The contractor must attach a copy of the designated project manager's approval for any extension of the term of a work order to the final voucher submitted for payment.

It is the contractor's responsibility to ensure that project manager-approved adjustments to the original estimated completion date does not result in costs which exceed the total amount obligated for the performance of the work. Under no circumstances shall such project manager-approved adjustments authorize the contractor to be paid any sum in excess of the total amount obligated in the order for the performance of the work."

Proposed adjustments to the period of performance of a work order which would cause the elapse time for completion of the work to exceed 30 calendar days beyond the original estimated completion date must be approved in advance by the contracting officer.

- c. Subject to the prior written approval of the designated project manager, the contractor may be authorized to adjust the number of days actually employed in the performance of the work by each functional position specified in a work order. The contractor shall attach a copy of the designated project manager's approval to the voucher submitted for payment.

It is the contractor's responsibility to ensure that project manager-approved adjustments to the work days ordered for each functional position does not result in costs which exceed the total amount obligated for the performance of the work. Under no circumstances shall such project manager-approved adjustments authorize the contractor to be paid any sum in excess of the total amount obligated in a work order for the performance of the work.

- d. The contractor is not authorized to subcontract full or partial performance of work orders.

F. 5 Reports

- a. Reports to be prepared under work orders will be specified therein. All such reports shall bear the name of the contractor, the contract and delivery order numbers, and shall be prepared in the English language unless otherwise specified.
- b. When reports are required as specified in paragraph F.5A. above, the contractor shall submit two (2) copies of each report prepared to the AID Reference Center, AID, Washington, D.C. 20523, and two copies to cognizant AID technical contact, addressed to RFMC, Financial Analysis Section, Box 202, APO New York 09675 (For reports mailed from the U.S.) or RFMC, Financial Analysis Section, Box 30261, Nairobi, Kenya (For reports mailed from Kenya). ATTN: Controller. The title page of all reports forwarded to be AID Reference Center shall include the contract and work order number, project number and title as set forth in the individual work order.

SECTION G - CONTRACT ADMINISTRATION DATA

PIO/T: N/A
Amount Obligated: \$1,000
Appropriation No. 72-1161000
Budget Plan Code: COEA-86-21622-0000
Project Officer: H. Collamer, DIR. RFMC
Reservation No. N/A

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SECTION II - SPECIAL CONTRACT REQUIREMENTS

H.1 Personnel Compensation

- a. Unless approved in writing in advance by the contracting officer, salaries and authorized consultant fees for work performed under work orders issued pursuant to this contract shall not exceed the maximum payable salary rate for a Foreign Service Officer Class FS-1 as established in the payment schedule of the Uniform State/AID/USIA Regulations, or the maximum daily rate set forth in the Column of Fixed Daily Rates, whichever is less.
- b. Section 2311 of the Foreign Service Act of 1980, 5 U.S.C. 5923, and Executive Order 12292 authorizes Danger Pay Allowance for U.S. direct-hire employees. When performance of a work order will be at post where civil insurrection, civil war, or warlike conditions exist, this allowance will be granted to contractor employees and authorized consultants on the same basis as is determined for U.S. direct-hire employees.

H.2 Authorized Work Week/Day

- a. Each work order will specify the length of the authorized work week for performing the required services (from 5 to 7 days). Regardless of the length of the work week, no overtime or premium pay will be authorized or paid.
- b. "Direct Labor" for the purposes of this contract shall include, in addition to direct time spent in performing services, time actually spent in authorized travel necessary in connection with duties directly related to work under a work order. In no event, however, will payment be made for any travel time in excess of the time required for travel by the most direct and expeditious route as determined by AID in its sole discretion.

H.3 Restrictions During Work Order Performance and on Work Resulting Therefrom

- a. The personnel specified in each work order will be considered essential to the work being performed thereunder. Prior to diverting any of these individuals to other duties, the contractor shall notify the contracting officer reasonably in advance and shall submit justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the work order. No diversion of personnel shall be made by the contractor without the written consent of the contracting officer. AID will not pay for repatriation or fielding costs of departing or replacement personnel, respectively, without express prior approval by the contracting officer.
- b. The contractor and its consultants or employees may be declared ineligible to participate in subsequent AID contracts, which may be a further implementation of work first developed hereunder. Such restrictions, if any, will be specified in individual work orders.

H.4 Requirement for an Established Office in East and Southern Africa

The Contractor must have an established office in East and Southern Africa from the time of contract award.

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H.5. Language Proficiency

English language proficiency is required. Individual work orders may also specify proficiency in French, Swahili, or Portuguese. AID Biodata forms (1420-M) should be specific as to the individual's language capabilities.

H.6. Defense Base Act (DBA) Insurance

Pursuant to the clause of this contract entitled "Insurance - Worker's Compensation, Private Automobiles, Marine, and Air Cargo" (AIDAR 752.228-70, Alternate 70), the insurance carrier currently under contract with AID to provide DBA insurance is Insurance Company of North America; Wright & Co.,; 1400 I Street, NW Suite 1100; Washington, D.C. 20005; telephone (202) 289-0200, or (800) 424-9801 outside the Washington area (toll-free).

SECTION I - CONTRACT CLAUSES

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

Federal Acquisition Regulation (48 CFR Chapter 1) Clauses

- 52.202-1 Definitions (April 1984)
- 52.203-1 Officials Not to Benefit (April 1984)
- 52.203-3 Gratuities (April 1984)
- 52.203-5 Covenant Against Contingent Fees (April 1984)
- 52.204-2 Security Requirements (April 1984)
- 52.215-1 Examination of Records by Controller General (April 1984)
- 52.215-2 Audit - Negotiation (April 1984)
- 52.215-22 Price Reduction for Defective Cost or Pricing Data (April 1984)
- 52.215-30 Facilities Capital Cost of Money (April 1984)
- 52.215-31 Waiver of Facilities Capital Cost of Money (April 1984)
- 52.216-18 Ordering (April 1984)

Paragraph (a), last sentence, fill in the blanks: "the effective date of this contract as shown in the Schedule through the expiration date of the contract."
- 52.216-22 Indefinite Quantity (April 1984)

Paragraph (d), fill in the blanks: "one hundred twenty (120) days after the expiration date of the contract as shown in the Schedule."
- 52.219-8 Utilization of Small Business Concerns and Small Disadvantaged Business Concerns (April 1984)
- 52.219-13 Utilization of Women-Owned Small Business (April 1984)

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- 52.220-1 Preference for Labor Surplus Area Concerns (April 1984)
- 52.220-3 Utilization of Labor Surplus Area Concerns (April 1984)
- 52.222-3 Convict Labor (April 1984)
- 52.222-26 Equal Opportunity (April 1984)
- 52.222-35 Affirmative Action for Special Disabled and Vietnam Era Veterans (April 1984)
- 52.222-36 Affirmative Action for Handicapped Workers (April 1984)
- 52.223-2 Clean Air and Water (April 1984)
- 52.227-1 Authorization and Consent (April 1984)
- 52.227-11 Patent Rights - Retention by the Contractor (Short Form) (April 1984)
- 52.232-7 Payments under Time-and-Materials and Labor-Hour Contracts (April 1984), modified as follows:
- o Paragraphs (a), (b), (c) and (d): The words "Hourly" "Hour" and "Hours" are deleted and replaced with "Daily", "Day" and "Days" respectively.
 - o Paragraphs (b)(1), (b)(3), (c), (d) and (g): The terms "Materials", "Direct Materials", and "Materials Costs" are deleted and replaced with "Other Direct costs".
- 52.232-17 Interest (April 1984)
- 52.232-23 Assignment of Claims (April 1984)
- 52.233-1 Disputes (April 1984) - Alternate I (April 1984)
- 52.237-2 Protection of Government Buildings, Equipment and Vegetation (April 1984)
- 52.243-3 Changes-Time and Materials or Labor-Hour (April 1984) modified as follows:
- o Paragraph (a) is changed to read as follows: "The Contracting Officer may at any time, by written order, and without notice to sureties, if any, make changes within the general scope of delivery orders issued under this contract in any one or more of the following:"
 - o Paragraph (b), delete the work "Hourly" and replace it with "Daily".
 - o Paragraph (c) is changed to make the last sentence read: "However, if the Contracting Officer decides that the facts justify it, the Contracting Officer may receive and act upon a proposal submitted before final payment of the delivery order".
- 52.245-6 Government Furnished Property (Short Form) (April 1984)
- 52.245-25 Limitation of Liability-Services (April 1984)
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- 52.247-63 Preference for U.S. Air Flag Carriers (April 1984)
- 52.249-6 Termination (Cost Reimbursement) Alternate IV (April 1984)
- 52.249-14 Excusable Delays (April 1984)
- 52.250-1 Indemnification Under Public Law 85-804 (April 1984)

Agency for International Development Acquisition Regulation (48 CFR Chapter 7)
Clauses

- 752.202 Definitions (April 1984) - Alternates No. 70 (April 1984) and 72 (April 1984)
- 752.204-2 Security Requirements (April 1984)
- 752.228-70 Insurance - Workers' Compensation, Private Automobiles, Marine and Air Cargo (April 1984)
- 752.245-70 Government Property - AID Reporting Requirement (April 1984)
- 752.245-71 Title to and Care of Property (April 1984)
- 752.7001 Biographical Data (April 1984)
- 752.7002 Travel and Transportation - Alternate 70 (April 1984)
- 752.7004 Source and Nationality Requirements (April 1984)
- 752.7005 Language, Weights, and Measures (April 1984)
- 752.7006 Notices (April 1984)
- 752.7008 Use of Government Facilities or Personnel (April 1984)
- 752.7009 Marking (April 1984)
- 752.7010 Conversion of U.S. Dollars to Local Currency (April 1984)
- 752.7013 Contractor-Mission Relationships (April 1984)
- 752.7014 Notice of Changes in Travel Regulations (April 1984)
- 752.7015 Use of Pouch Facilities (April 1984)
- 752.7016 Family Planning and Population Assistance Activities (April 1984)
- 752.7017 Local Cost Financing With U.S. Dollars (April 1984)
- 752.7020 Organizational Conflicts of Interest (March 1985)
- 752.7025 Approvals (April 1984)
- 752.7026 Reports (April 1984) - Alternate 70 (April 1984)
- 752.7027 Personnel (April 1984) - Alternate 70 (April 1984)
- 752.7029 Post Privileges (April 1984)

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Alternations in Contract (April 1984)

Portions of this contract are altered as follows:

52.204-02 Security Requirements (April 1984).

Paragraph (a) of the clause is revised as follows:

- (a) This clause applies to the extent that this contract involves access to classified ('Confidential', 'Secret', 'Top Secret') or administratively controlled ('Limited Official Use') information."

SECTION J - LIST OF ATTACHMENTS/REFERENCES

J.1 Contractor Employees Biographical Data Sheet (AID Form 1420-17) (one page) the Contractor is required to submit these forms in support of personnel proposed for specific work order issued under this contract.

The following documents are incorporated into this contract by reference:

J.2 Price Waterhouse proposal dated May 12, 1986.

J.3 Price Waterhouse proposal dated 15 July 1986.

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