

CALL FOR PROPOSALS

Guidelines for applicants

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1. Overview

The Small and Growing Business (SGB) Evidence Fund is a joint effort of the International Growth Centre (IGC) and the Aspen Network for Development Entrepreneurs (ANDE). It aims to use practitioner-researcher collaboration to develop a leading repository of knowledge on interventions that stimulate growth of SGBs through improvements in firm productivity and performance, and insight on the economic and social impacts of SGB growth. This research initiative will cover interventions that aim to address constraints to capital, labour, and efficiency – the key factors determining productivity growth – and aims to understand the impact productivity gains have on job creation, job quality, and poverty alleviation. An overview of the existing evidence in this area and SGB Evidence Fund’s research agenda can be found [here](#). By pairing rigorous research with practical needs, SGB Evidence Fund will accelerate learning in the sector and inform and influence the thinking and practice of practitioners, researchers, policymakers, and funders on the most effective ways to support SGB growth.

For purposes of this research initiative, SGBs are defined as commercially viable businesses with five to 250 employees that have significant potential and ambition for growth. They are more than livelihood-sustaining small businesses and typically seek growth capital from \$20,000 to \$2 million. SGBs have a significant role to play in accelerating economic development – they create jobs, as well as goods and services that benefit all sectors of society. SGBs create a pro-growth business environment and instil a spirit of entrepreneurship that can transform the economic structure of developing countries. They also promote shared prosperity, which is essential to the growth of the middle class, and inclusive, sustained growth that enables developing countries to achieve their long-term economic goals.

The SGB Evidence Fund’s thematic focus in 2019

We welcome proposals on any topic related to growth and productivity of SGBs in Africa, South Asia and Latin America. In 2019, we are particularly interested in projects that focus on the effectiveness of business accelerators and incubators. Targeted projects would: (i) offer insight into the specific programme design components of accelerator/incubator programmes that lead to higher success rates in different contexts and (ii) examine the different effects of selection approaches on the one hand and post-selection support interventions on the other.

The proposals should aid in our understanding of if and how accelerators/incubators lead to higher survival rates or faster growth of SGBs, and identify which components of the bundle of services offered by accelerators/incubators are most important in generating positive outcomes. Because our aim is to generate policy-relevant knowledge, projects must be based on designs that allow credible causal estimates and that take into account how specific outcomes depend on the context in which the accelerator/incubator operates. Research in this area will need to address the challenges posed by variation in the bundle of services offered across accelerator and incubator programmes, and the difficulties in separating out the effect of selection approaches on the one hand, and components of the bundle of services used to support firms (which may include group training programmes, individualised consulting, network development, peer-to-peer learning, and mentoring) on the other hand. This research may also examine not only aggregate benefits to supported SGBs but also the distribution of these benefits among different SGBs, as recent work on accelerators indicates a large proportion of benefits going to a small number of participating SGBs.¹

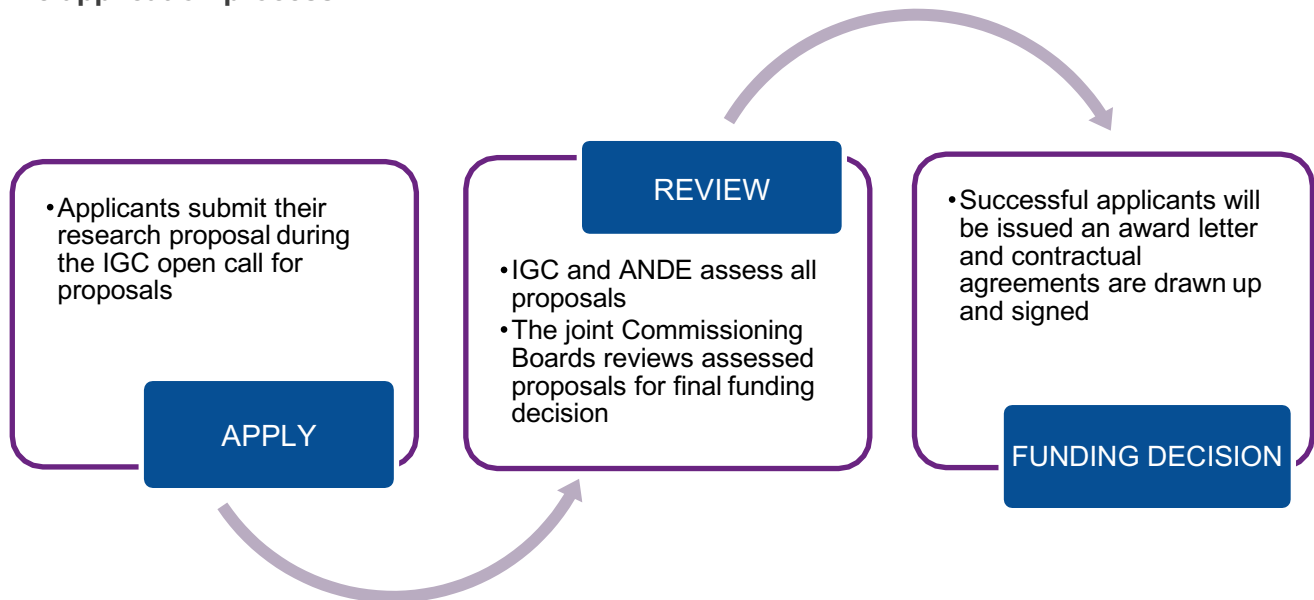
We also welcome proposals on other topics related to SGB growth and impact, including:

- The effect of peer learning, mentoring, or other information sharing mechanisms among firms
- The effect of new models of finance on SGB growth, in particular the impact of different types of capital on different SGB segments ([see this report](#) for an example of a finance segmentation framework)
- Programmes that link SGBs to procurement by the public sector or large private firms
- The importance of management training in improving productivity and allowing SGBs to scale up
- The economic and social impact of SGB growth, including job creation, poverty alleviation, and social benefits from access to beneficial products or services.

¹ Lall & Roberts, *Observing Acceleration* (2019), available at <https://www.palgrave.com/la/book/9783030000417>

A [high-level overview](#) of survey data gathered by the Global Accelerator Learning Initiative (GALI) on over 13,000 ventures applying to over 175 accelerator programmes can be consulted to prompt proposal thinking in this area, and the [anonymised dataset](#) is available for download for interested researchers. This dataset may enable researchers to develop relevant contextual benchmarks for their findings or to identify trends that can be further tested through a new research proposal.

The application process



We strongly encourage applicants to give detailed and accurate information in their application. Incorrect information on your application, costs which do not adhere to SGB Evidence Fund guidelines, and negotiations with institutions regarding the Terms and Conditions can all lead to contracting delays.

While the SGB Evidence Fund recognises the need to adapt research plans to current country situations, please note that significant post-award changes to research proposals may result in delayed contracts.

For projects based in IGC partner countries, we strongly recommend researchers discuss their proposal with the relevant IGC partner country team. For institutionally managed projects, we recommend researchers to discuss their proposal with their pre-awards department.

Evaluation criteria

IGC and ANDE will assess research proposals against the following criteria:

- The extent to which the proposed research is innovative and contributes to substantive creation of knowledge, specifically helping to expand and strengthen the existing relevant literature on growth and development.
- The potential for policy influence from the research, reflecting both the importance of the policy target and the current and future engagement with relevant policymakers.
- The calibre of the research teams and contribution to local capacity.
- Value for money.

2. Management body

A project can either be managed by an **institution's research department** or by an **individual researcher**. For an institutionally managed project, it is the institution (university, NGO, etc.), not the Principal Investigator, who will be managing the grant funds. For individually managed projects, the Principal Investigator is in charge of

managing the grant funds, including fronting the costs for expenses, etc. The IGC and its country offices do not count as managing institutions.

Grant management

Institutionally managed projects

- The IGC (LSE) will contract the institution to manage the administration of the funds awarded to the project.
- The institution will be paid directly upon the submission and approval of agreed outputs. Institutions are required to submit a final “Financial Statement and Summary” at the end of the project and keep records of project expenditure supporting this statement.
- The research proposal must include details of the institutional signatory, who is the individual responsible for signing the finalised contract on behalf of the institution (note: this cannot be an individual also responsible for conducting research on the project).

Individually managed projects

- The IGC (LSE) will contract all individuals that will receive fees and/or be reimbursed for expenses during the project.
- Fees will be paid upon submission of agreed and approved outputs.
 - At least 20% of fee days in a contract will only be reimbursed after the final project output is reviewed and approved by IGC.
 - Individuals must contact the IGC (igc.fee.invoices@lse.ac.uk) requesting payment at each output where fees are payable.
- Expenses will be paid as incurred upon the submission of an Expense Claims Form and scans of receipts.
 - The form and receipts should be submitted by the Principal Investigator.
 - All travel expenses must be in line with the IGC Travel Policy.
- The Principal Investigator is responsible for managing the grant, including ensuring there are sufficient funds to cover the cost of expenses (eg. flights, hotels, survey costs, etc), which will be reimbursed in arrears.

3. Budgets and remuneration

In all budget categories, applicants should bear in mind that **value for money** is one of the SGB Evidence Fund evaluation criteria.

If your project is funded by the SGB Evidence Fund and we have approved the submitted budget, it will not be possible to move funds across the fees and expenses categories in the course of the project. However, SGB Evidence Fund rules do allow for some flexibility in shifting funds between budget items within those two broad categories. Please note that those changes will need to be justified in the ‘Financial Statement and Summary’ at the end of the project.

Fees

Proposals can include Principal Investigator remuneration where this is not covered from other sources. However, the SGB Evidence Fund is committed to ensuring value for money and typically does not approve over 22 days of fees for the Principal and co-investigator(s).

Fee rates in all budget proposals should comply with the guidance and figures set out in the **SGB Evidence Fund pay matrix** (see Annex 2). As per the Terms and Conditions of the award, both individuals and institutions will be contractually bound to keep accurate and systematic accounts, files and records (which must clearly identify the

basis upon which charges have been calculated), and which can be made available for audit as required. For all fees that are part of the budget, we will not provide funds for employment benefits.

Expenses

The SGB Evidence Fund follows strict equipment procurement guidelines from the funder. All procurement of equipment must be undertaken in accordance with LSE Guidance on Procurement of Goods and Environmental Procurement Policy or such other procedures as may be agreed in writing. Procurement must also achieve value for money and be conducted in a fully transparent manner.

Services

For any service (such as a firm hired to conduct a survey) included in the budget amounts to £8,000 or more, researchers are encouraged to obtain competitive quotes in order to ensure value for money. For auditing purposes, the Principal Investigator/ institution should retain all receipts from all service providers.

Travel costs

Please consult the SGB Evidence Fund travel policy in Annex 4 when composing your detailed budget for your application to ensure that it is in line with SGB Evidence Fund guidelines and for more information on the reimbursement process.

Overhead

If a project will be administered through an **institution**, overhead can be paid but is **capped at a maximum of 15%** of the total direct costs specific to the project. Please note that the SGB Evidence Fund defines an institution as an organization occupying a physical space where it is located, and that actively incurs costs (such as rent and services) which are consistent with overhead costs. The proposal's budget should reflect this as appropriate. Please note that only institutions can apply for an overhead recovery.

4. Timeline of outputs: reporting and disbursements

You will be asked to provide a project timeline. In your timeline, you will be asked to estimate **when** you expect to need your requested budget. Providing accurate and detailed information in the application will allow us to better match grant disbursements to your needs and to match payments to major blocks of research activity. The SGB Evidence Fund will disburse funding in different ways, depending on if your project is managed by an institution or individual. Disbursement of all funds will be conditional upon the quality review and approval of all deliverables.

It is the Principal Investigator's responsibility to notify the IGC of any project delays or research plan changes as soon as possible. Failure to do so may lead to payment delays and even threaten overall project success.

Types of outputs

Most projects have 3 - 4 outputs, depending on project length and requested budget amount. Typical deliverable outputs for projects include:

- **First output** (max. 30% of the project budget)
 - Project Influence Plan
- **Interim output(s)**
 - Progress report(s)
 - IGC blog post
- **Final outputs** (min. 20% of the project budget)

- This could include either an academic article suitable for publication in a peer-reviewed journal or a final report detailing the project findings and results
- a 2-3 page IGC policy brief based on the findings of the research
- Project Influence Report
- IGC blog post
- Financial statement and summary (only for institutionally managed projects)

The IGC has an overarching aim of taking research into policy, thus SGB Evidence Fund funded projects require a **Project Influence Plan** at the start of the project and a **Project Influence Report** at the end. These will help the IGC assess the planned and achieved impact on policy for each project. The Policy Influence Plan seeks to identify which mechanisms and steps the project will employ to influence policy, while the Project Influence Report seeks to provide an account on the extent and ways the project achieved policy impact.

5. Engaging policymakers through the IGC

Achieving policy impact is a central part of the IGC's purpose. Investigators receiving funding can make use of IGC country offices that are uniquely placed to support policymaker engagement for your project. The country teams are able to provide dedicated support for policy engagement, facilitating meetings with policymakers and key stakeholders, and providing feedback on project outputs. Investigators are encouraged to:

- Maintain contact with the relevant IGC country team(s) and explore opportunities to collaborate.
- Engage with policymakers in IGC partner countries within the context of the IGC's work. This could entail taking part in IGC-organised country visits, conferences and workshops, as well as direct interaction in person or remotely with policymakers, in coordination with the IGC country offices.
- Work with the IGC hub on communicating the results of the research to a broader stakeholder audience, including blogs.
- Involve researchers' resident in IGC partner countries in their work where possible.

6. Terms and conditions

A copy of the LSE's Standard Sub-contractor Terms and Conditions for the IGC will be sent to all successful project applicants with their contracts.

We strongly advise researchers on institutionally managed projects to send a copy of these Terms and Conditions to their institutional signatory as soon as possible to avoid contracting delays. Please note that amendments to these terms and conditions are only agreed to in exceptional circumstances. The IGC may have separate terms and conditions pre- agreed with some institutions.

Annex 1: Frequently Asked Questions

The Frequently Asked Questions page on the SGB Evidence Fund website will be updated from time to time with additional questions.

General questions

Can we submit a proposal for research outside of the SGB Evidence Fund focus in 2019 on business accelerators and incubators?

Although, in 2019, we are particularly interested in projects that focus on the effectiveness of business accelerators and incubators, we still welcome proposals on any topic related to growth and productivity of SGBs in Africa, South Asia, and Latin America. The proposals should aid in our understanding of if and how accelerators/incubators lead to higher survival rates or faster growth of SGBs, and identify which components of the bundle of services offered by accelerators/incubators are most important in generating positive outcomes.

Do we need prior engagement with the respective IGC country team and stakeholders?

Prior engagement between the researcher and practitioner partner is required. If practitioners have difficulty finding researchers to work jointly on the proposal, please reach out to IGC and, if possible, we will facilitate a connection with relevant researchers. Prior engagement with the respective IGC country team and other stakeholders is not a requirement, but the proposal is more likely to be successful if it also responds to policy demands in the country selected.

We are applying for other sources of funding, or have already received other funds. Is it still possible to apply?

Yes. We encourage applicants to indicate budget priorities in their proposals. In the event that the SGB Evidence Fund is unable to fund the entire project; it will then be easier to identify which modules are essential. Applicants who have secured or aim to secure other funding are also welcome to apply for only partial funding for their project from the SGB Evidence Fund. In this scenario, applicants should make clear what proportion of overall funding for the project is being requested from this fund in particular, and which proposed milestones will trigger SGB Evidence Fund payments.

Do you fund researchers who are not engaged at top universities or who are not local (where applicable) to the country of research focus?

Yes, the SGB Evidence Fund gives equal opportunity to researchers from all over the world, and proposals are assessed on quality and the evaluation criteria outlined in the this document.

Do you accept proposals directly from individuals?

Yes, but with individually managed projects, expenses are only reimbursed in arrears, with original receipts. This means that some expenses—such as flights, hotels, survey costs, etc.—may need to be fronted by researchers.

Can a single institution submit multiple proposals? Yes

Can a single researcher be included in multiple proposals? Yes

Does the IGC provide technical support and/or preliminary feedback when writing the proposal? No

Can a research assistant be hired?

It is typical for researchers to hire their own research assistants (RAs) for these projects. For institutionally managed projects, these RAs are contracted by the managing institution. For individually managed projects, these RAs are contracted by the IGC.

Budgetary questions

In which currency is the award made?

The award is made in Euros.

Can the costs of inflation and/or depreciation be taken into account for billing purposes?

No, inflation and depreciation risks must be borne by the applicants whose projects are approved.

Is a detailed budget required at this stage?

Applicants should provide detailed information on the project budget (fees, expenses, and overhead). Please bear in mind that 'value for money' is one of the main evaluation criteria.

What proportion of the budget can cover institutional overheads (indirect costs)?

Please note that **only institutions** can apply for overhead, which is capped at a maximum of 15% of the total direct costs specific to the project. We define an institution as an organization occupying a physical space where it is located, and that actively incurs costs (such as rent and services) which are consistent with overhead costs.

Overheads typically cover the institution's IT infrastructure, insurance costs, electricity, etc.

Do you fund business class travel?

No, the SGB Evidence Fund is not able to fund business class travel.

Do you pay per diems?

No, the SGB Evidence Fund is unable to pay per diems. It does, however, fund expenses if they have been budgeted for in the proposal, and only if original receipts are presented. Please refer to the Travel Policy in annex 4 for further details.

Are there any budgetary limitations on proposals?

No, there is no maximum or minimum budget for the proposals to be considered.

Annex 2: SGB Evidence Fund pay matrix

The SGB Evidence Fund is bound by the terms of its funding contract to ensure value for money (VfM) in all of its activities. The criteria for assessing project proposals will therefore take into account VfM for the entire project and also individual budget lines within it. Accordingly, proposals must contain **fee rates** that demonstrate VfM, taking into account **local market rates**.

The rates table below should be used as a guideline for individuals and institutions collating project proposals for funding. It provides guidance based on different categories of qualifications and experience.

It is recognised that there may be occasions where the rates put forward in proposals will fall outside the ranges given in each category. Reasons for this would include comparison with local market rates at the lower end of the range, or extensive experience at the upper end.

For all approved proposals, and particularly for those where the proposed rates fall outside the category ranges below, a justification of the proposed fee rates may be requested, and the terms and conditions of the resulting contract may require an audit of these rates to ensure VfM has been obtained.

Criteria	Fee rate range (GBP per day)
B.Sc., B.A. (or equivalent) <i>or</i> experience relevant to the research/work required	up to £65
B.Sc., B.A. (or equivalent) with experience relevant to the research/work required	up to £100
Master's (or equivalent)	up to £120
Master's (or equivalent) with experience relevant to the research/work required	up to £200
Master's (or equivalent) with extensive experience relevant to the research/work required	up to £300
PhD student (or all but Dissertation)	up to £180
PhD student (or all but Dissertation) with experience relevant to the research/work required	up to £220
Post-doctoral level	up to £260
Post-doctoral level with experience relevant to the research/work required	up to £320
Assistant/Associate/Full Professor (Lecturer/Senior Lecturer/Reader) OR exceptional operational or policy experience	up to £500

Annex 3: SGB Evidence Fund travel policy (as of June 2019)

This travel policy is applicable to all those travelling on SGB Evidence Fund related activities and is based on strict **value for money** principles.

Please either submit claims on a monthly basis or as soon as possible after the expenditure has been incurred. ***If you submit a claim which is more than 90 days after the date of the actual expense, it may be refused.***

Please note it is your responsibility, ***before commencing travel***, to ensure:

- you are medically fit to travel
- you have the appropriate vaccinations before travel
- you visit the gov.uk travel abroad website and read the latest information for the country you will be visiting
- you have in place the appropriate passport and visas before you travel
- you have undertaken any necessary training for the visit
- you should carry contact details for the overseas office/post or organisation with whom you will be working, for use in the event of an emergency
- if you will be working in the country for more than a few weeks, you are encouraged to register your presence with the post/diplomatic mission or embassy for the country of citizenship.

TRAVEL

Air Travel: You ***must*** plan your journey as far in advance as possible to ensure that it can be taken in the ***most economical way*** (tickets bought 21 days ahead of travel are substantially cheaper than those purchased closer to departure).

Consistent last minute requests for travel bookings processed by the IGC Hub may result in the full value of the expenditure not being met by the IGC.

All air travel (both international and domestic) will be reimbursed for **standard economy class travel**, across the most cost effective route between country of location and country of destination, and must demonstrate value for money (VFM).

Business class travel cannot be claimed. If your travel requirement does not meet these criteria you must contact the Hub for further guidance before you travel. If you choose to travel on a ticket other than standard economy you must provide a standard economy class quote for the exact same itinerary (same route, airline and dates), obtained on the same date. You will receive reimbursement for the value of the economy quote. Premium or flexible economy quotes are not permitted.

Travelers are advised to make their own travel arrangements.

Personal Travel: When personal travel has been combined with that of SGB Evidence Fund business, a standard economy quote must be obtained at the same time and submitted for the business portion. You will then be reimbursed on the value of that economy quote.

Public Transport: Travel by public transport is strongly recommended and should be used wherever, and whenever possible, and a safe and reliable service is available.

Train Travel: Travel by train (including sleeper train) will be reimbursed for standard class only.

Taxi Travel: Travel by taxi is discouraged. Taxis should only be used when:

- disability or health considerations prevent the use of public transport
- public transport is not available
- there is no reasonable means of public transport to or from the destination
- it is not safe to use public transport.

When taxi use is unavoidable, it is expected that a **standard** service is used. Luxury vehicles are not permitted. In cases where a receipt cannot be issued, a handwritten confirmation should be obtained by the traveler indicating travel to and from, date, and fare paid with the driver's signature.

Taxis in London are not generally permitted. We recommend that you use the following for London airport services: [Heathrow Express](#), [Gatwick Express](#), [Stanstead Express](#), and the [London Underground](#) for London City Airport and general travel in London.

Car travel: When travelling by car it is your responsibility to ensure that:

- there is valid vehicle insurance that covers all of the following: a. bodily injury to or death of third parties or any passenger; b. damage to the property of third parties; and c. the use of the vehicle for business
- all drivers hold a valid driving licence
- the vehicle is properly maintained and serviced
- you have received IGC Hub approval in advance of travel.

Self-drive Motor Car: If it is a more suitable alternative, you may hire a self-drive motor car for travel on SGB Evidence Fund business. The cost of the hired car plus fuel will be reimbursed, on production of receipts.

Travel by Private Vehicle: We strongly discourage travel by private vehicle and it should be the last option to be considered for travel. Private vehicles may only be used if:

- health or disability considerations prevent the use of public transport.
- there is no reasonable means of public transport to or from the destination.
- it is not safe to use public transport.
- it represents better value for money than taxi or public transport (for example, in terms of overall travel time, or if you have accompanying colleagues in the vehicle).
- the insurance and servicing requirements set out above are adhered to.

UK Travel: If your travel is within the UK, the following mileage rates will be reimbursed:

- Up to 10,000 miles per annum: 40p a mile.
- Over 10,000 miles per annum: 25p a mile.

When a private vehicle is required to undertake SGB Evidence Fund business in the U.K., mileage will be reimbursed upon presentation of an estimate of distance travelled. Please provide the post codes for the departure and arrival points, mileage and reason for travel.

Overseas: If your travel by car is outside of the UK, the mileage will be reimbursed at the rates stated in the [Rotary International](#) 'FY2015-16 Automobile Reimbursement Rates' set out by country in Appendix 2.

HOTEL ACCOMMODATION AND SUBSISTENCE

Accommodation will be reimbursed in accordance with the table of accommodation allowances set out by country in Appendix 1.

Subsistence will be reimbursed on submission of clear and legible scanned receipts in accordance with Appendix 1 attached to this policy. If you are visiting a country not listed in the Appendix 1 then you must follow the [HMRC World Wide Subsistence Rates](#).

SGB Evidence Fund will not refund minibar purchases as these are not itemised on hotel bills and are deemed not to represent value for money.

Individuals carrying out SGB Evidence Fund programme related activities are advised to book their own accommodation for non-UK engagements due to credit card requirements for holding reservations.

OTHER EXPENSES

Incidentals: Reasonable incidental expenses for services offered by the hotels such as laundry (for stays longer than 3 days), telephone, broadband, and business centre usage for SGB Evidence Fund business purposes, will be reimbursed upon submission of the hotel invoice.

Alcoholic Drinks: Please note alcoholic drinks are not reimbursable. If incurred at the hotel these expenditure items should be paid for on departure by the individual.

Visas: Unless otherwise notified by the IGC Hub, the SGB Evidence Fund is **unable to reimburse** the cost of visas as this expense is incorporated in fee payments. Non-fee earning participants attending SGB Evidence Fund events will be reimbursed the costs of **single- entry visas** (on submission of scanned receipts).

Payments: Unless otherwise stated in the appointment letter/contract, all payments and reimbursements will be made in UK pounds sterling. Expenses arising in foreign currency shall be reimbursed at the exchange rate stated in the XE 'Current and Historical Rate Tables' on the Friday immediately preceding the first day of travel, or if this took place on a Friday, the rate stated on that date. Rates are available at: <http://www.xe.com/currencytables/?from=GBP>

Supporting Receipts / Documentation Required: Payment for all travel expenses will be made in arrears by submission of the IGC Expense Claim Form supported with itemised clear and legible scanned receipts, e-tickets and flight boarding cards. Please do not destroy your original receipts until your claim has been settled.

Credit card receipts are not allowed.

If you are seeking reimbursement for a receipt for more than one person then you must provide full names, title, organisation and reason for the meeting in the *Detailed Activity Description* section of the expense claim form. Please refer to the explanatory notes on the expenses form itself before submitting your claim.

To enable the IGC to proceed with the expense reimbursement, please scan your receipts and email them along with the

completed IGC expense claim form igcexpenseclaims@lse.ac.uk.

Please note that when a claim is submitted for reimbursement that the claimant takes full responsibility for the accuracy of the claim and to make sure that it falls within the guidelines of this policy.

Appendix 1: Accommodation and Daily Subsistence Rates – Nov 2015

Country	City	Hotel	RATES 2015 (GBP)	RATES 2015 (USD)	Daily Subsistence Rate (Local Currency)	Subsistence Rates (GBP)	
Bangladesh	Dhaka	Pan Pacific Sonargaon	139.00	214.46	BDT 3124	26.00	
		Dhaka Regency	114.00	175.89			
		Best Western Plus Maple Leaf	135.00	208.29			
Ethiopia	Addis Ababa	Hilton	122.00	188.23	ETB 1160	36.00	
		Intercontinental	132.00	203.66			
		Capital Hotel & Spa	122.00	188.23			
Ghana	Accra	Alisa Hotel	149.00	229.89	GHS 244	39.00	
		Best Western Premier	179.00	276.18			
		Coconut Grove Regency	119.00	183.60			
		Holiday Inn	175.00	270.01			
		Golden Tulip	128.00	197.49			
		Novotel Accra City Centre	172.00	265.38			
India Bihar	Patna	Hotel Maurya	110.00	169.72	INR 2561	25.00	
India Central	Delhi	Sheraton	110.00	169.72	INR 3585	35.00	
		Vasant Continental	70.00	108.00			
		Hilton Garden Inn	81.00	124.97			
		Grand New Delhi	121.00	186.69			
		Eros Hotel	101.00	155.83			
	Delhi (near airport)	Radisson	98.00	151.20			
	JW Marriott Hotel	116.00	178.98				
Liberia	Monrovia	Mamba Point Hotel	129.00	199.03	USD 54	35.00	
		RLJ Kendeja Resort & Villa	161.00	248.41			
Mozambique	Maputo	Avenida	126/164	194/253	MZN 2924	44.00	
		Radisson Blu Hotel	169.00	260.75			
		Afrin Prestige	114/117	176/181			
		Hotel Maputo	67.00	103.37			
Myanmar	Yangon	Parkroyal	169.00	260.75	USD 57	37.00	
		The Strand	144.00	222.18			
		Rose Garden	117.00	180.52			
		Novotel Yangon Max	118.48	182.80			
		Hotel Parami	96.26	148.52			
Pakistan	Lahore	Pearl Continental	123.00	189.78	PKR 4672	29.00	
		Avari	134.00	206.75			
		Pearl Continental	111.00	171.26	PKR 4028	25.00	
		Karachi	Marriot	127.00	195.95		
			Avari Towers	124.00	191.32		
			Movenpick	103.00	158.92		
			Marriot	170.00	262.29	PKR 4028	25.00
		Islamabad	Serena	147.00	226.81		
			Pearl Continental	90.00	138.86	PKR 4028	25.00
Rwanda	Kigali	Hotel Des Milles Collines	163.00	251.49	RWF 40594	36.00	
		LeMigo	160.00	246.86			
		Manor Hotel	135.00	208.29			
		Chez Lando	76.00	117.26			
		Le Garni du Centre	94.00	145.03			
		Umubano Hotel	167.15	257.90			
Sierra Leone	Freetown	Radisson Blu Mammy Yoko	170.00	262.29	SLL 287442	46.00	
		Swiss Spirit	104.00	160.46			
		Country Lodge Complex	98.00	151.20			
South Sudan	Juba	Crown Hotel	106.22	163.89		45.00	
		Panorama Hotel	95.57	147.45			
		Nimule Resort	77.64	119.79			
		Tulip Inn	110.00	169.72			
Tanzania	Dar Es Salaam	New Africa Hotel	117.00	180.52	TZS 147191	44.00	
		Southern Sun	132.00	203.66			
		Best Western Plus	92.00	141.95			
Uganda	Entebbe	Laico Lake Victoria	108.00	166.63	USD 40	26.00	
	Kampala	Sheraton	154.00	237.61			
UK	London	Club Quarters	151.00	232.98	GBP 30	30.00	
		Goodenough Club	175.00	270.01			
		Grange Hotels	136.00	209.83			
US	Washington DC	Club Quarters	97.87	151.00	USD 89	58.00	
	Berkeley CA	Hotel Shattuck Plaza	106.29	163.99	USD 69	45.00	
Zambia	Lusaka	Taj Pamodzi Hotel	110.00	169.72	ZMW 621	41.00	
		Southern Sun	88.00	135.77			
		Chamba Valley Exotic Hotel	59.54	135.77			

Appendix 2: Rotary International ‘FY2015-16 Automobile Reimbursement Rates’

Country	Reimbursement Rate per Mile	Reimbursement Rate per KM
Bangladesh	BDT 84.05	BDT 52.23
Ethiopia	USD 0.91	USD 0.56
Ghana	USD 0.98	USD 0.61
India Bihar/Central	INR 51.96	INR 32.29
Liberia	USD 0.68	USD 0.42
Mozambique	USD 0.92	USD 0.57
Pakistan	PKR 86.00	PKR 53.45
Rwanda	USD 1.01	USD 0.63
Sierra Leone	USD 0.61	USD 0.38
South Sudan	EUR 0.80	EUR 0.84
Tanzania	USD 0.76	USD 0.47
Uganda	USD 1.06	USD 0.66
US	USD 0.575	USD 0.357
Zambia	USD 0.86	USD 0.54