

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

Mr. Hobart Gardiner
International Executive
Service Corps
8 Stamford Forum
P.O. Box 10005
Stamford, Ct. 06904-2005

DEC 21 1988

Subject: Grant No. PDC-0012-G-SS-9007-00

Dear Mr. Gardiner:

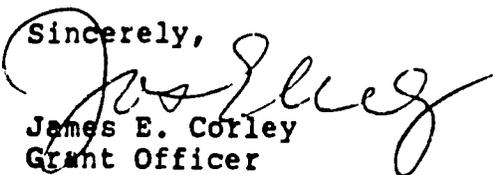
Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to International Executive Service Corps (hereinafter referred to as "IESC" or "Grantee"), the sum of \$2,755,000 to obligate the first half of the first year of a four year grant for the continuation of the worldwide volunteer executive (VE) program providing management and technical assistance to private enterprises in developing countries.

This Grant is effective and obligation is made as of January 1, 1989 and shall apply to commitments made by the Grantee in furtherance of program objectives for the indicated period set forth in section 1B. of Attachment 1 to this Grant. The total estimated amount of this Grant is the amount specified in section 1C.1. of attachment 1, of which the amount specified in 1C.3. is hereby obligated. Subject to availability of funds, possible evaluation of the program, program priorities at the time, and the requirements of the Standard Provision of this Grant entitled "Revision of Grant Budget" (as set forth in Attachment 3) additional funds may be obligated under this Grant (by Grant Modification) until such time as the obligated amount equals the total estimated amount of this Grant. A.I.D. shall not be liable for reimbursing the Grantee for any costs in excess of the obligated amount. Funds disbursed by A.I.D. but uncommitted by the Grantee at the expiration of this period shall be refunded to A.I.D.

This Grant is made to IESC on condition that the funds will be administered in accordance with the terms and conditions as set forth in this cover letter, Attachment 1, entitled "The Schedule," Attachment 2, entitled "Program Description," and Attachment 3, entitled "Standard Provisions," which together constitute the complete Grant document and have been agreed to by your organization.

Please sign the original and eight (8) copies of this letter to acknowledge your receipt of the Grant, and return the original and seven (7) copies to the Office of Procurement.

Sincerely,


James E. Corley
Grant Officer
Central Operations Branch
Office of Procurement

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

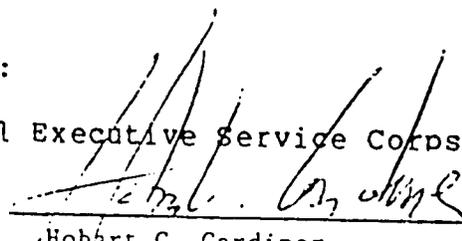
ACKNOWLEDGED:

International Executive Service Corps;

By:

Title:

Date:



Hobart C. Gardiner

Vice President - Administration

December 30, 1988

Fiscal Data

A. General

- | | |
|----------------------------|-------------------|
| 1. Total Estimated Amount: | \$20,000,000 |
| 2. Total Obligated Amount: | \$ 2,755,000 |
| 3. Project No.: | 94C-0012 |
| 4. Project Officer/R: | PRE/PD; P. Farley |
| 5. Duns No.: | 076829480 |
| 6. IRS E.I. No.: | 13-2503656 |
| 7. LOC Number: | 72-00-1496 |

B. Specific

- | | |
|----------------------|---------------------|
| 1. PIO/T | 9342310 |
| 2. Appropriation No. | 72-1191021.3 |
| 3. Budget Plan Code | PDNA-89-13460-KG-11 |
| 4. Amount Obligated | \$1,377,000 |
| 1. PIO/T | 9342300 |
| 2. Appropriation No. | 72-1191021.6 |
| 3. Budget Plan Code | PDSA-89-13460-KG-11 |
| 4. Amount Obligated | \$1,378,000 |

FUNDS AVAILABLE

DEC 29 1988

Program: _____
Office of Financial Management

FUNDS AVAILABLE

DEC 29 1988

Program: _____
Office of Financial Management

FUNDS AVAILABLE

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Program Acctg Division
Office of Financial Management

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ATTACHMENT 1
THE SCHEDULE

A. PURPOSE OF GRANT

The purpose of this Grant is to support a four year continuation of the worldwide volunteer executive (VE) program providing management and technical assistance to businesses in developing countries to contribute to the development of the private sector in the Third World, as more fully described in Attachment 2 to this Grant entitled "Program Description".

B. PERIOD OF GRANT

1. The effective date of this Grant is January 1, 1989, and the estimated completion date is December 31, 1992. Funds obligated hereunder are available for program expenditures beginning January 1, 1989 and are anticipated to be sufficient through approximately June 30, 1989. Additional funding for the remaining years of the Grant will be obligated subject to the availability of funds.

C. AMOUNT OF GRANT

1. The total estimated amount of this Grant for the four year period is \$20,000,000.

2. The total estimated amount of this Grant for the first year (January 1, 1989 - December 31, 1989) is \$5,000,000.

3. A.I.D. hereby obligates the amount of \$2,755,000 for program expenditures during the period specified in section 1B. AID shall not be liable for reimbursing the Grantee for any costs in excess of the obligated amount.

4. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3 -- Additional Standard Provision (2), entitled "Payment-Letter of Credit."

5. Additional funds up to the total amount of the Grant shown in C.1. above may be obligated by A.I.D. subject to the availability of funds, program priorities at the time, and the requirements of the Mandatory Standard Provision of this Grant, entitled "Revision of Grant Budget."

6. Documentation required by the payment provision noted above shall be submitted to:

AGENCY FOR INTERNATIONAL DEVELOPMENT
OFFICE OF FINANCIAL MANAGEMENT
M/FM/PAFD, Room 702, SA - 2
WASHINGTON, D.C. 20523

D. GRANT BUDGET

The following is the Budget for this Grant. Revisions to this Budget shall be made in accordance with Mandatory Standard Provision of this Grant entitled "Revision of Grant Budget." Within the total estimated cost of the grant, the Grantee may adjust the line items as reasonably as necessary for the performance of the grant program.

FIRST YEAR (1/1/89 - 12/31/89)

<u>Category</u>	<u>A.I.D. Funding</u>	<u>Total Program Costs</u>
Volunteer Executives: (Donated Services)	\$ -0-	\$18,400,000
Transportation	1,000,000	2,491,200
Subsistence	1,500,000	3,892,500
Recruitment	450,000	1,089,900
Other	150,000	311,400
Country Director & Field Supervision:		
Salaries	500,000	1,170,000
Other	1,500,000	3,330,000
U.S. Office Administration*	<u>-0-</u>	<u>2,600,000</u>
Total	\$5,000,000	\$33,285,000
A.I.D. Funding		\$ 5,000,000
Other Sources**		\$26,185,000

*Funds provided under this Grant shall not be used to cover costs of U.S. Office Administration.

**Includes \$18,400,000 in donated services.

SECOND YEAR - FOURTH YEAR BUDGET 1/01/90- 12/31/92 (Estimated)

<u>Category</u>	<u>A.I.D. Funding</u>	<u>Total Program Costs</u>
Volunteer Executives: (Donated Services)	\$ -0-	\$67,221,333
Transportation	3,000,000	9,101,184
Subsistence	4,500,000	14,220,600
Recruitment	1,350,000	3,981,768
Other	450,000	1,137,648
Country Director & Field Supervision:		
Salaries	1,500,000	4,274,400
Other	4,200,000	12,165,600
U.S. Office Administration*	<u>-0-</u>	<u>9,498,667</u>
Total	15,000,000	121,601,200
A.I.D. Funding		\$15,000,000
Other Sources**		\$106,601,200

*Funds provided under this Grant shall not be used to cover costs of U.S. Office Administration.

**Includes \$67,221,333 in donated services.

TOTAL FOUR YEAR BUDGET 1/01/89 - 12/31/92 (ESTIMATED)

<u>Category</u>	<u>A.I.D. Funding</u>	<u>Total Program Costs</u>
Volunteer Executives: (Donated Services)	\$ -0-	\$85,621,333
Transportation	4,000,000	11,592,384
Subsistence	6,000,000	18,113,100
Recruitment	1,800,000	5,071,668
Other	600,000	1,449,048
Country Director & Field Supervision:		
Salaries	2,000,000	5,444,400
Other	6,000,000	15,495,600
U.S. Office Administration*	-0-	12,098,667
Total	20,000,000	154,886,200
A.I.D. Funding		\$20,000,000
Other Sources**		\$134,886,200

*Funds provided under this Grant shall not be used to cover costs of U.S. Office Administration.

**Includes \$85,621,333 in donated services.

E. REPORTING AND EVALUATION

1. Financial Reporting

a. Financial reporting requirements shall be in accordance with the Additional Standard Provision of the grant entitled "Payment - Letter of Credit", as shown in Attachment 3.

b. The original and two copies of all financial reports shall be submitted to AID, Office of Financial Management, Program Accounting and Finance Division (PM/PAFD), Washington, D.C. 20523. In addition, three copies of all financial reports shall be submitted to the Technical Office specified in the Cover Letter of this Grant.

2. Program Performance Reporting

a. The Grantee shall submit quarterly program performance reports, which briefly present the following information:

(1) A comparison of actual accomplishments with the goals established for the period under D.2. above. If the output of programs can be readily quantified, such quantitative data should be related to cost data for computation of unit costs.

(2) Reasons why established goals were not met.

(3) Other pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.

b. Between the required performance reporting dates, events may occur that have significant impact upon the program. In such instances, the Grantee shall inform A.I.D. as soon as the following types of conditions become known:

(1) Problems, delays, or adverse conditions that will materially effect the ability to attain program objectives, prevent the meeting of time schedules and goals, or preclude the attainment of project work units by established time periods. This disclosure shall be accompanied by a statement of the action taken, or contemplated, and any A.I.D. assistance needed to resolve the situation.

(2) Favorable developments or events that enable time schedules to be met sooner than anticipated or more work units to be produced than originally projected.

c. If any performance review conducted by the Grantee discloses the need for change in the budget estimates; in accordance with the criteria established in the Standard Provision of this grant entitled "Revision of Grant Budget:", the Grantee shall submit a request for budget revision.

d. Five copies of each program performance report shall be submitted to the Technical Office specified in the Cover Letter of this Grant.

e. The Grantee shall report to the Technical Office the total number of micro enterprises served during each volunteer assignment.

F. Title of Property:

Title to all property purchased under this Grant shall be vested in the Grantee.

G. SPECIAL PROVISIONS

1. For the purposes of this Grant, references to "OMB Circular A-122" in the Standard Provisions of this Grant shall include the A.I.D. implementation of such Circular, as set forth in subpart 731.7 of the A.I.D. Acquisitions Regulations (AIDAR) (41 CFR Chapter 7).

2. Spouse travel is authorized under this Grant in accordance with the Additional Standard Provision entitled, "Air Travel and Transportation".

3. Eligible countries for assistance using funds provided by this Grant are by general agreement those countries which satisfy criteria set forth in Attachment 2 Section C. In all countries designated as Advanced Developing countries, no more than ten percent (10%) of the total amount of the Core Grant each year can be utilized in support of the Grantee's program in such designated countries. Countries may be added or deleted during the life of this Grant as determined by the grantee and Bureau for Private Enterprise (PRE).

4. The Standard Provisions applicable to this grant are appended here to as attachment 3. The Additional Standard Provisions that are applicable to this Grant are marked with an "x" and are appended hereto as Attachment 4,.

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ATTACHMENT 2
PROGRAM DESCRIPTION

PURPOSE OF GRANT

The International Executive Service Corps (Grantee) will use the funds obligated under this Grant for the specific purpose of implementing the program described in the following material that is excerpted from the Grantee's proposal of September, 1988. That proposal is hereby incorporated by reference.

PROGRAM DESCRIPTION

I. Purpose

The purpose of this Grant is to provide support for the Grantee's program to furnish management and technical expertise to businesses in developing countries in such a way as to contribute to the development of the private sector in those LDC's.

II. Activities

A. Basic Programs

The International Executive Service Corps (Grantee) will use the funds obligated under this Grant for the specific purpose of implementing the program described in the following numbered paragraphs and qualified by Specific Elements contained in Section II.B and in the number of projects on the time frame shown in Section II.C.

1. Grantee will provide technical assistance directly to indigenously owned private enterprises in developing countries.

2. Grantee will recruit and ~~maintain a roster of Volunteer Executives~~ made up of retired and non-retired U.S. executives, principally from business enterprises, for the purpose of providing the technical assistance.

3. Grantee will require assistance recipients to contribute to the IESC some portion of the total costs of the assistance as a matter of principle . . . The portion of total costs borne by the client will be based on the value of the assistance to the client as modified by the client's ability to pay. Exceptions to the rule of cost-sharing by the client can be made by IESC, except systematic exceptions must be agreed to by the PRE Project Officer.

4. Grantee will maintain close liaison with A.I.D. Country Missions, A.I.D. Regional Bureaus, and the Bureau for Private Enterprise for the purpose of efficiently and effectively carrying out its program while broadening program support within A.I.D.

5. Grantee will implement the specific and basic intent of Program Description, as submitted to A.I.D. and included as a part of this Grant, in a business-like manner. When questions arise concerning interpretations of the Grant, the Grantee will consult the Grant Officer or Project Officer, as appropriate, for guidance.

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B. Specific Elements

1. Management and Technology Transfer

The thrust of the IESC's Volunteer Executive (VE) Program will continue to be the transfer of business skills so that the benefits of a VE project will continue long after the project ends. Key to this is ~~management training and development imparted by the VE through working with the designated counterpart within the client company.~~ 

~~The IESC will continue to offer management seminars by the VE whenever possible, at the conclusion to the assignment.~~ 

2. Small Business

IESC feels small or medium business survival and growth is vital to the overall strength of the private enterprise system in lesser developed countries and, importantly, dramatic increases in employment opportunities come when the small or medium entrepreneur utilizes the experience and advice of an IESC volunteer to expand his business. This is where the new jobs will come for many in the developing world.

IESC's objectives in 1989 are to carry out 50% of its projects in Core Grant countries with small companies. For purposes of this section, a small company is defined as having less than \$3 million in gross annual revenue or less than 100 employees.

3. Micro Enterprises

Over the past several years IESC has been sensitive to the need to provide managerial and technical assistance to micro businesses. IESC's nearly 25 years of operations demonstrates the difficulty with working "one-on-one" with micro enterprises for reasons of level of technical orientation, language, and access. To overcome this difficulty, IESC has developed an approach to working with micro enterprises that has proved to be effective, that is to work through locally-established "umbrella" organizations devoted to the strengthening of local micro businesses. The grantee will continue to build on this foundation to expand assistance to micro enterprises in other countries.

4. Women Owned Businesses:

IESC Country Directors have been successful in developing requests for VEs to assist women owned and operated businesses in many countries over past years. Since early 1987, Country Directors have been given specific instructions to seek out women-owned businesses, despite inhibiting factors in some countries. Mainly, there are a number of countries where women-owned businesses are truly scarce. However, IESC has had success in developing assistance to women-owned businesses in Guatemala, Honduras, Costa Rica, Dominican Republic, Ecuador, and other countries of Latin America and the Caribbean area and will seek out such businesses in other regions as well, in direct cooperation with, and under the guidance of PPC/Women In Development, where the opportunity arises.

5. Rural Development

It has always been IESC policy for Country Directors to extend the scope of individual country programs to secondary cities and rural areas, not limiting program activity to capital or other major cities. A major factor that must be considered, on a case-by-case basis, is the availability of suitable housing for VEs when projects develop in rural areas, which frequently do not have even a modest hotel available. Nevertheless, IESC has found it possible to serve rural area clients by locating suitable housing for the VE in a city within a reasonable travel distance from rural clients.

It should be noted that a major share of micro enterprises assisted in the past and which will be assisted during the period of this grant are located in rural areas, are women owned or operated, and therefore complement our objectives to reach these other target groups. Country Directors will work closely with USAID missions in each country to help develop projects that assist rural enterprises, and women-owned and operated enterprises as well as to support the mission's program goals for that country. IESC emphasis on working with USAID will thus continue during the period of this grant.

6. Agribusinesses

The business of food, from seed to consumer, continues to be a major area of IESC volunteer assignments. In 1989 the IESC will seek to perform 20% of its projects in Core Grant countries with businesses involved in agricultural activities.

The IESC will continue to utilize the National Advisory Councils, groups established by the Country Director to assist the IESC, as well as local A.I.D. offices, the U.S. Agricultural Attache, local Ministries of Agriculture, indigenous agribusiness companies, and branches of multinational food companies to reach additional clients in this field.

7. Privatization of State-Owned Enterprises

As the concept of privatization becomes accepted by more LDC governments, opportunities for IESC contributions to privatization programs may arise. Since privatization activities generally are undertaken for a government entity, IESC will present to PRE in writing any request to provide service to a privatization activity that has merit, in keeping with PRE's requirement that IESC devote its Core Grants funds to the private sector. Any request must be based on host government cooperation with A.I.D. in a privatization program and include a schedule for divestiture.

8. IESC/AID Relationship

IESC Country Directors meet at a minimum once a month with USAID Mission personnel. The Country Director will endeavor to familiarize himself with the USAID's private sector strategy and specific projects. The Country Director will seek to advance the success of mission projects whenever possible. This greater interchange between IESC and USAID will continue during the term of this Grant.

IESC will continue to provide support to A.I.D. programs and policies, particularly where it can be most helpful, such as institution building, training, and other forms of transfer of management and technical skills.

9. IESC Direct Support to A.I.D.

In addition to continuing support to A.I.D. programs and policies and other areas listed in 8. above, IESC further proposes the following:

a. When requested by A.I.D./W, IESC will recruit and provided properly qualified volunteers from its Skills Bank to carry out studies, surveys, program analyses, management assistance, and other forms of service to PRE and other bureaus and sections within A.I.D./W as long as some portion of the direct costs are shared by A.I.D./W with the Core Grant.

b. In addition, at the request of an individual USAID mission, IESC will recruit and provided the services of its volunteers directly to the mission to assist with studies, surveys, programs analyses, management advice and other related activities, as long as the direct cost of providing the services of an IESC volunteer are shared by the Mission with the Core Grant.

10. Training Programs

In cooperation with private sector businesses in the United States and a VE formerly associated with Proctor & Gamble, IESC is developing the following approach to meet need for middle and upper level management and production training in LDC's, which will become available in 1989.

IESC will make available on a cost-free basis through existing training programs by U.S. businesses that can be utilized in LDC's. Other training material, which includes audio visual material, also is available from various companies, but small fees may have to be paid for the use of that material unless other arrangements can be negotiated. The training programs extend from one week to six weeks. It is IESC's purpose to coordinate the delivery of training programs through the volunteer position of Director of Training. The VE who has been working with IESC to determine the availability of such training programs has agreed to accept that responsibility on a non-pay basis. It is IESC's intention to utilize VEs in its Skills Bank who are widely experienced in training in U.S. business to carry out the training in LDC's. A training program will be treated as a usual IESC project, and responsibility to help develop training programs will rest primarily with IESC's Country Directors.

IESC has identified available programs in the following fields:

- Middle level management
- Human resources development
- Employee benefit packages
- Quality control
- Production improvements
- Computerization
- Marketing
- Office management
- Interdepartmental coordination
- Supervisor and employee manuals

11. Seminars

It has long been a practice for IESC, at the completion of his assignment, for a VE to conduct seminars when this can be coordinated by the Country Director with local private sector support organizations such as the Chamber of Commerce, Chamber of Industry, other industrial or business associations and organizations dedicated to the furtherance of business management and production technology.

B. Program Emphasis

1. Labor Intensive Industries

A high priority of this grant is the provision of assistance to LDC labor intensive industries to address the problem of under- and unemployment. IESC Country Directors are advised to seek out, wherever possible, clients who, with IESC assistance can create greater job opportunities for the under- and unemployed. During the period of this grant, emphasis will be applied, with the guidance of locate National Advisory Councils, to identify potential clients in labor-intensive industries. It is long-standing IESC policy to avoid clients whose principle motive for IESC assistance is to reduce its workforce.

2. Private Sector Associations

IESC will continue to work in association with local private sector development associations as Chambers of Industry and Commerce, local Rotary Clubs, producer and manufacturer associations, business and technical schools, in order to further efforts to reach out to private enterprises at all levels of the size/earnings spectrum, from the more traditional to those on the cutting edge of entrepreneurial innovation.

3. Innovative Approaches:

Since its establishment in 1964, IESC has been a world leader in the delivery of managerial and technical assistance to LDC's, but in recent years IESC has become aware that the needs of the private sector in LDC's extend beyond the usual technical assistance project. Since 1983, IESC has developed a number of innovative approaches to broaden the services it provides to the private sector in LDC's. In 1983 a marketing an new services development branch was established within IESC and led to the formation of American Business Linkage Program (ABLE), the Joint Venture Feasibility Fund (JVFF), and more recently the Trade and Investment Services program (TIS).

Over the term of this grant, IESC will continue to expand its ability to provide additional services to the private sector in LDC's. These program developments are keyed to an ongoing analysis of private sector needs and also to the changing goals of A.I.D. Over the next four years, IESC's new program development activity will focus on the following targets:

- Expanded efforts to strengthen local private sector institutions, such as Chambers of Commerce, Chambers of Industry, and other organizations devoted to development of the private sector within a country.

- Program directed toward the use of multiple VEs in sectoral development programs that extend over a two to three year period and are aimed at promotion of non-traditional exports, and service of the VEs not only in the LDC but in follow up in the U.S. to assist in the purchase of equipment, raw materials, and marketing opportunities for the businessmen from the LDC's.
- A program to assist businessmen in LDCs arrange for licensing, distribution, and other activities of mutual benefit to businessmen in LDCs and small U.S. businesses. If such activity evolves into a major component of IESC activity in a country not served by a "Trade and Investment Service (TIS) project, the possibility of participation in the TIS project may be explored by USAID and PRE.
- VE assistance to private sector health care delivery systems, educational institutions, such as development of business management and other private sector related course curricula.
- Other services to assist various private sector institutions to finance an increasing share of their program costs.
- IESC marketing expertise to assist LDC businesses to expand markets within that region and to other developed markets.

4. Other Funding Sources

IESC will continue to expand its campaign for support that is directed to the U.S. corporate community and other private sources to increase that share of support to IESC's overall program. In addition, IESC will continue to seek collaboration with other U.S. agencies such as the Commerce Department and the Trade & Development Program.

C. Core Grant Countries

Funds provided under this Grant are to be used to provide managerial and technical assistance as described in Section A to all countries deemed eligible by the following criteria.

- Countries which currently are receiving a significant amount of Development Resource funds, or resources such as Economic Support Funds or PL 480 food aid managed by AID jointly with another USG agency;

- Countries served by a resident USAID mission, or an AID Representative.

IESC will confer regularly with PRE on Core Grant eligible countries as questions arise and will be responsive to recommendations from PRE that consideration be given to opening or expanding IESC in Core Grant eligible countries as recommended to PRE or IESC by USAID Missions.

D. Advanced Developing Country

Since ADCs have legitimate development needs and IESC VEs are highly regarded as "shirt sleeve ambassadors" in these countries that are invariably of strategic importance to the U.S., PRE will permit IESC to continue to operate in those countries designated as ADCs. IESC will not utilize more than ten percent (10%) of the Core Grant to fund its program in ADC countries where PRE and IESC determine that a strong development rationale can be demonstrated.

E. Evaluation of Program Implementation

Over the 4-year period of this Grant, IESC agrees to provide to PRE at the end of each 12 month period a definitive report on progress being made to implement the program as established under this Grant. Such annual implementation reports will include, but not be limited to:

- the number and percentage of micro and small businesses assisted by country
- the number and percentage of agribusinesses assisted by country
- the number of women owned and operated businesses assisted by country
- projects that provide direct assistance to USAIDs
- any activity in support of AID/W.
- implementation of training programs
- seminars
- involvement of private sector development organizations
- specific target areas
- new program development and implementation
- efforts to develop other funding sources other than A.I.D.

- Program activity in Core Grant eligible countries including ADCs.

F. Financial Guidelines

1. Expense Control

The Grantee will continually review its U.S. and overseas administrative and direct costs for the purpose of maintaining costs at a minimum while providing adequate guidance and support in the field and cost effective management and technical assistance.

2. Capital Expenditures

Though major capital expenditures in the U.S. Headquarters office will not be funded from the Core Grant, The PRE Project Officer will be notified by IESC of major capital expenditures funded from other sources. Major capital expenditure is defined to mean any expenditure in excess of \$150,000.

3. Revenue Generation

Grantee will continue emphasis on expanding its source of funds for its program beyond this Grant. Potential additional sources include, but are not limited to, USAID Missions overseas, U.S. private sector companies, foundations, overseas donors, and recipients of the Grantee's services.

Grantee will continue affirmative action to maximize client revenues and funding from sources other than A.I.D.

Grant Attribution

Grant funds are to be used exclusively to assist Grantee's program in Core Grant countries. No funds provided through this Grant can be used to pay U.S. administrative costs. This restriction applies only to A.I.D. funds provided by the Core Grant. Program income recovered from private clients in Core Grant countries will, for accounting purposes, be attributed to the Core Grant country portion of the U.S. administrative costs only, and the remainder to project expenses in those countries. Program income generated by client contributions will equal at least one hundred percent (100%) of the cost of U.S. administration for Core Grant countries on a year-by-year basis. "Program Income" for the purpose of this section is defined as gross income received by IESC as a result of operation of the Grant program. It therefore includes client contributions made to IESC for activity supported by this Grant, but does not include corporate contributions and miscellaneous income.

Definition of Costs

The Grantee has three major categories of costs, and within two categories there are certain direct and indirect costs as follows:

Country Director Expenses

Direct

These are fixed expenses, e.g. salaries, rent, electric, telephone and telex, etc. directly related to operating the overseas offices.

Indirect

These are fixed expenses associated with Field Supervision. Within this classification, we also include the variable expenses associated with any Country Director Conference.

Executive Volunteer Expenses

Direct

These are variable expenses directly related to the performance of a project by a volunteer such as air fare, per diem, enroute expenses.

Indirect

These are fixed expenses related to the recruitment of our volunteers and travel department expenses, such as floor space, telephone, telex, etc.

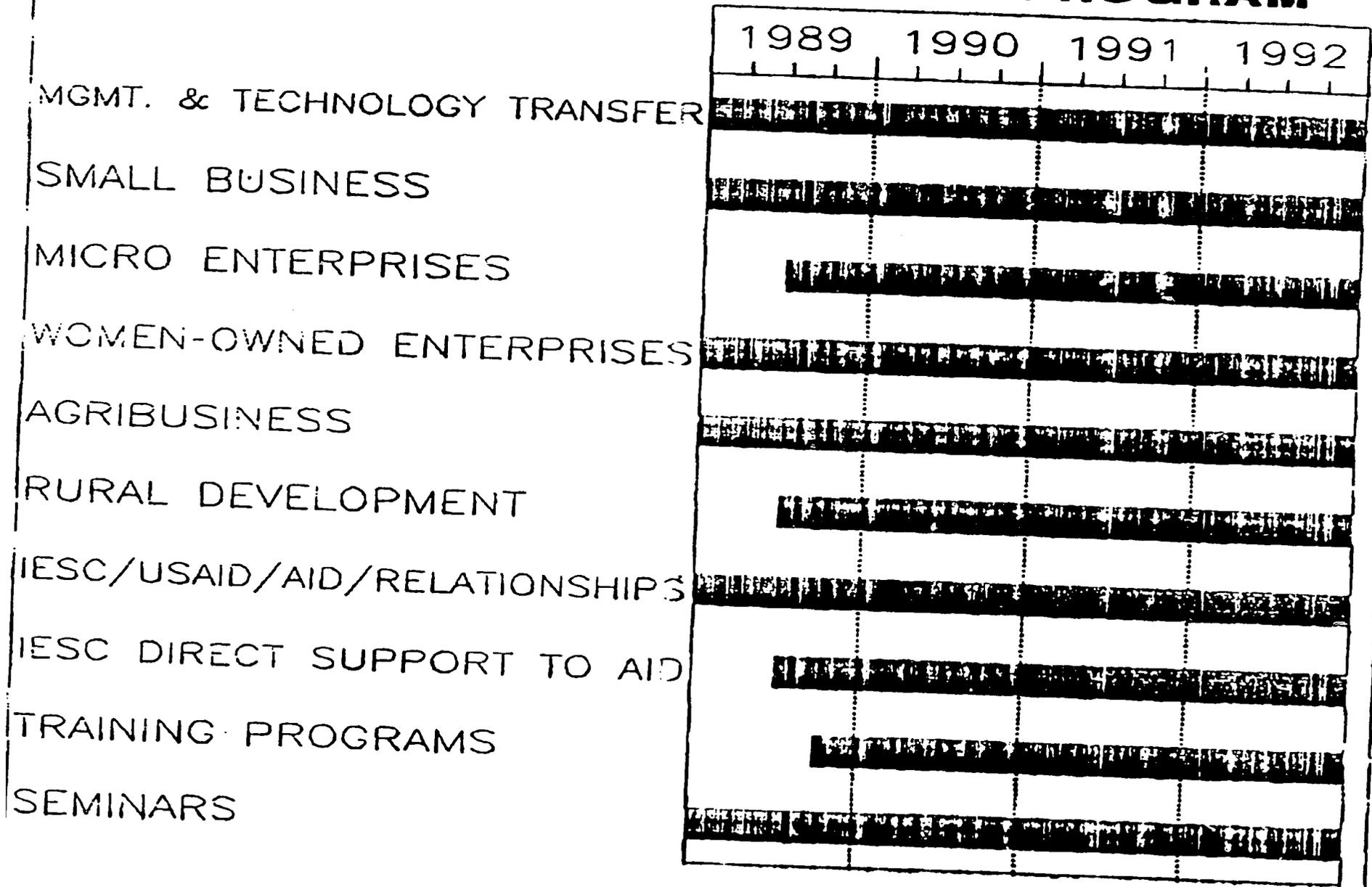
Headquarters Expenses

These are fixed expenses associated with the running of our Headquarters office and are not considered reimbursable from either the Core Grant or Mission A.I.D. funds.

4. Time Frame for Program Implementation

(See next page)

TIME FRAME TO IMPLEMENT PROGRAM



5. Supplemental Information on Time Frame Implementation

MANAGEMENT & TECHNOLOGY TRANSFER: This is IESC's traditional, ongoing program which will continue through the life of this Grant, and contained within this program element could be activities related to any of the following program elements listed below.

SMALL BUSINESS: Included within the small business program element could be women-owned enterprises, agribusiness, rural development, etc. In reference to achieving the goal of fifty percent (50%) of IESC projects with small business, IESC will include micro enterprises as qualified for inclusion in the overall small business program.

MICRO ENTERPRISES: As noted earlier, IESC is directly involved in assistance to micro businesses under the definition that a micro enterprise is any firm with up to 10 employees. IESC efforts to assist micro enterprises will continue through the life of this Grant. It is to be noted, however, that the time frame above indicates that the first six months of 1989 will be utilized by IESC to develop specific micro enterprise programs in cooperation with USAIDs. A number of approaches to such programs are in the planning stage and could be ready for implementation by mid year 1989.

WOMEN-OWNED ENTERPRISES: IESC will code all projects beginning in January 1989 that provide assistance to women-owned and/or operated businesses in order to be able to gather and report on this activity on a periodic basis to PRE. Meanwhile, IESC will continue efforts already started to expand its assistance to women-owned enterprises.

AGRIBUSINESSES: Since agribusiness continues to be the largest single field of IESC activity and continues to be stressed in program development efforts by Country Directors, it will remain a continuous effort during the life of this Grant as IESC attempts to implement at least twenty percent (20%) of its projects in agribusiness.

RURAL DEVELOPMENT: As noted above in other sections of this Grant, IESC makes every effort to reach rural areas within various countries. Nevertheless, the time frame given shows that the first six months of 1989 will be devoted to formalization of existing efforts and the development of specific approaches to all areas of rural development, including delivery of health care service where possible.

IESC/USAID/AID RELATIONSHIPS: This is an area of ongoing cooperation and will continue through the life of this Grant.

IESC DIRECT SUPPORT TO A.I.D.: The time frame indicates that the first six months of 1989 will be utilized by IESC to work with PRE, the missions, and A.I.D./W to determine what areas within A.I.D., both in the field and in Washington, where IESC can be of direct assistance.

TRAINING: Although developmental work has been carried out in 1988 in the field of training, it is anticipated that it may require as much as three-quarters of 1989 for IESC to be prepared to initiate training programs in LDC's.

SEMINARS: With the experience already gained in presentation of seminars, IESC expects to expand this type of service through the entire 1989 to 1992 period.

~~PD AAZ-957~~
9400012

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

293

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR, PRE

FROM: PRE/PD, Russell Anderson *Russell Anderson*

SUBJECT: International Executive Service Corps (IESC) Core Grant
(940-0012)

Problem

You are requested to (1) authorize a four year, \$20,000,000 grant to the IESC to support continuation of the worldwide volunteer executive (VE) program of management and technical assistance to private enterprise, (2) approve acceptance of an unsolicited proposal from the IESC, (3) sign the Environment Examination, and (4) execute a PIO/T for the grant agreement and obligation of \$2,755,000 of \$5,000,000 funding for the first grant year.

Discussion

Since management of the IESC core grant program shifted to the Bureau for Private Enterprise in 1983, this program has proven to be a highly visible and important component of the private enterprise initiative. Demand for the IESC's VE services has grown significantly over the five years, a fact which is reflected in the increased number of core grant-funded VE projects each year. Moreover, the IESC provides A.I.D. with a vital link to the business communities in the U.S. and the developing world. Looking ahead at the prominent role which the private sector initiative will perform in the next decade, it is vital that the PRE Bureau continue its successful collaboration with the IESC.

The IESC submitted an unsolicited proposal (attachment A) which has been approved by the members of A.I.D.'s Private Sector Council. Members of the Council have raised several issues in connection with the current core grant which have a bearing on PRE's further assistance to the IESC. These issues have been discussed at length with the IESC executive staff, and it is our judgment that the final proposal has taken these issues into consideration in a satisfactory manner. Specifically, the IESC

- will build upon previous core grants to play an active role in private sector policy development and project development, making available its broad base of expertise to A.I.D. as well as host country private enterprise. The IESC will formalize its training capacity and expand its training activities to offer seminars as well as on-the-job training in at least 10 specific aspects of

27

business and shop floor management. It will also focus on institutional development of local private sector institutions such as the chambers of commerce and industry, and helping private sector institutions move towards becoming self-financing;

- is moving its project cost accounting towards a more "open" system which identifies the source (PRE, USAID, client or other) of support for direct and indirect costs of VE projects;
- will look to other US public agencies (e.g., U.S. Department of Commerce, state trade promotion agencies, etc.) as well as private sources of support in order to decrease its relative dependency upon A.I.D. for financial support. The proposal provides no goals and objectives, and therefore we will focus on a specific plan for raising revenues from non-A.I.D. sources during the first grant year;
- is committed to providing a larger share of its project resources than in the past to micro and small enterprises, women owned and operated businesses, consistent with A.I.D.'s special target groups; and
- will restrict core grant resources to private businesses only, seeking PRE approval in writing for exceptional instances where IESC is asked to assist state owned enterprises engaged in a formal, A.I.D.-assisted privatization program.

Several members of the Private Sector Council noted that the proposal was weak in specifying annual program objectives and benchmarks and committed itself to fairly minimal reporting during the grant period. Although not reflected in the grant proposal, the IESC is redesigning its internal system of project reporting and evaluation, expanding its data base and making it more responsive to AID's management information needs as well as its own. This and other improvements in IESC project management should be reflected in the core grant amendment proposal expected in late FY 1989.

Beneficiaries

The direct beneficiaries of this project are the development countries' business communities who receive management and technical assistance from the IESC. Indirect benefits should accrue to the labor force employed by businesses assisted and to investors through improved returns resulting from increased efficiency.

Cost Estimates and Financial Plan

A detailed financial plan for the four years of the grant is provided on page 2 of the proposal, which requests a total of \$23 million from PRE. We have informed the IESC that PRE is able to plan for only \$5 million each year for a total of \$20 million. The \$5 million of FY 1989 funds would be applied as shown below:

W

(\$000)

<u>Category</u>	<u>A.I.D. Funding</u>	<u>Total Program Costs</u>
Volunteer Executives:		
Donated Services	\$ -0-	\$ 18,400,000
Transportation	1,000,000	2,491,200
Subsistence	1,500,000	3,892,500
Recruitment	450,000	1,089,900
Other	150,000	311,400
Country Director & Field Supervision:		
Salaries	500,000	1,170,000
Other	1,400,000	3,330,000
U.S. Office Administration*	<u>-0-</u>	<u>2,600,000</u>
TOTAL	\$5,000,000	33,285,000
A.I.D. Funding		\$ 5,000,000
Other Sources**		\$26,185,000

*Funds provided under this Grant shall not be used to cover costs of U.S. Office Administration.

**Includes \$28,400,000 in donated services

Based on our informal assessment of the IESC's costs of field operations during the "Interim" FY 1988 grant, on prior formal assessments of IESC's financial viability, and the recent formal evaluation of IESC's performance, we determine that these costs are reasonable.

Congressional Notification

The Congressional Notification requirement is satisfied by the reference to the planned FY 1989 obligation of funds for this grant included in the FY 89 Congressional Presentation on pages 164 and 168.

Environment Examination

Attached to this Action Memorandum (Attachment B) is an initial Environment Examination which concludes that this project has no significant effect on the environment. This document requires your signature.

Authorization to Accept an Unsolicited Proposal

Handbook 13, Section 1, B.2.e. requires the "specific approval of the responsible Assistant Administrator....when an unsolicited application is being considered." In this case, the proposed IESC program fits within the AID strategy of supporting assistance to private sector entities in developing countries and has the potential to increase U.S. business ties to developing countries. By approving this memorandum (attachment C) you are accepting the IESC unsolicited proposal.

Recommendation

That you (1) approve acceptance of the unsolicited proposal from IESC, (2) sign the Project Authorization for a four year, \$20 million grant, (3) sign the Environment Examination, and (4) execute the PIO/T for partial funding for FY 1989.

Approved [Signature]

Disapproved _____

Date 11/12/88

Clearances

PRE/PD, T. Nicastro [Signature]
PRE/DP, M. Unger [Signature]
PRE/I, K. Wilson [Signature]
GC/PRE, M. Kitay [Signature]
DAA/PRE, C. Russell _____

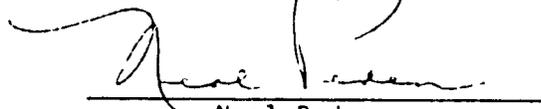
Drafted: PRE/PD: P. Farley: pf: 11/7/88: 0184p

PROJECT AUTHORIZATION

Name of Country: Worldwide

Project: International Executive Service Corps
(940-0012)

1. Pursuant to the authority in the Foreign Assistance Act of 1961, as amended, I hereby authorize a grant to the International Executive Corps (IESC) of \$20,000,000 for four years, subject to the availability of funds in accordance with the A.I.D. Operating Year Budget allotment process.
2. Any grants or contracts under this project, which may be negotiated and executed by the officers to whom such authority is delegated, shall be subject to the following terms covenants and conditions, together with other terms and conditions as A.I.D. may deem appropriate.
3. Goods and services financed by A.I.D. shall have their source and origin in the United States or the host country except as A.I.D. may otherwise agree in writing.



Neal Peden
Assistant Administrator
Bureau for Private Enterprise

Clearances

PRE/DP, M.Unger MA

GC/PRE, M.Kitay MA

DAA/PRE, C.Russell _____

Initial Environment Examination

Project Location: AID/Worldwide
Project Title: International Executive Service Corps (940-0012)
Funding: \$20,000,000
Life of Project: four years
IIE prepared by: Penelope Farley
Project Manager, PRE/PD
Date: November 9, 1988

Action recommended:

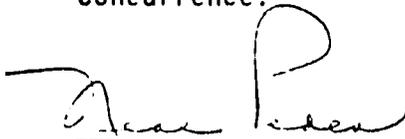
PRE recommends a negative determination on the grounds that this program will not have a significant effect on the environment.

Discussion

This program will fund activities which assist developing countries' private enterprises through the provision of management and technical expertise in such a way as to contribute to each benefiting country's economic progress and the well-being of its people through interventions which contribute towards favorable modification of policies and regulatory standards leading to the increase in their overall standard of living.

Under Section 216.2(c)(2)(x) of A.I.D. Regulation 16, an environmental analysis need not be performed in conjunction with this project.

Concurrence:



Assistance Administrator, PRE

11/16/88

Date

AID 1357-1
(3 87)

*PIO/T

AGENCY FOR
INTERNATIONAL DEVELOPMENT

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1 Cooperating Country
Worldwide (PRE) Page 1 of 1 Pages

2 PID T No **534-2310 1/
934-2300 2/**

3 Original or
Amendment No. **1**

4 Project Activity No. and Title
**940-0012
International Executive Service Corps (IESC)
Core Grant**

DISTRIBUTION

5 Appropriation Symbol **72-1191021.3 1/
72-1191021.6 2/**

6 Budget Plan Code **PDNA-89-13460-KG-11 1/
PDSA-89-13460-KG-11 2/**

7. Obligation Status
 Administrative Reservation Implementing Document

8. Project Assistance Completion Date
(Mo., Day, Yr.) **12/30/92**

9 Authorized Agent

10 This PIO/T is in full conformance with PRO AG No. _____
Date _____

11a Type of Action and Governing AID Handbook
 AID Contract (HB 14) AID Grant or Cooperative Agreement (HB 13) PASA/RSSA (HB 12) Other

11b Contract Grant Cooperative Agreement
PASA/RSSA Reference Number if this is an Amendment: _____

12 Estimated Financing (A detailed budget in support of column (2) is attached as Attachment No. _____)

Maximum AID Financing Available	A Dollars	1/	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
			1,377,000	1,123,000		
B U.S. Owned Local Currency	2/	1,378,000	1,122,000			

13 Mission References

14A Instructions to Authorized Agent

SER/OP is requested to amend the grant with the I.E.S.C. to provide an additional \$2,245,000 in FY89 for a total FY89 obligation of \$5,000,000.

The planned life-of-grant budget for four years of core funding is \$20 million.

All other terms and conditions of the original PIO/T remain the same.

14B Address of Voucher Paying Office
AID/W/FM/PAFD, A.I.D., Washington, D.C. 20523

15 Clearances - Include typed name, office symbol, telephone number and date for all clearances

A The Project Officer certifies that the specifications in the statement of work or program description are technically adequate.	Phone No 647-7475	B The statement of work or program description lies within the purview of the initiating office and approved agency programs.	Date 11/17/89
	Date 1/13/89		
PRE/PD, Penny Farley <i>Penny Farley</i>		PRE/DP, Michael Unger <i>Michael Unger</i>	1/17/89
C	Date 1/13/89	D Funds for the services requested are available	Date 2/2/89
PRE/DP, Betty Brockie <i>B. Brockie</i>		FM/PAFD, Gloria Craig <i>Gloria Craig</i>	2/2/89
E	Date 1/15/89	EAA/PRE, Christopher Russell <i>Christopher Russell</i>	Date 1/16/89
PRE/PD, Russell Anderson <i>Russell Anderson</i>			

16 For the Cooperating Country. The terms and conditions set forth herein are hereby agreed to

Signature _____ Date _____

17 For the Agency for International Development

Signature *Gene Peden* Date **1/18/89**

Title **AA/PRE, Michael Peden**

FUNDS RESERVED BY
Penny Farley
 POSTED **2/2/89**
 W/FM/PAFD

*See HB 3, Sup. A, App. C, Att. B, for preparation instructions. Note: The completed form contains sensitive information whose unauthorized disclosure may subject an employee to disciplinary action.

AID 1350 I (3.87) *PIO/T	AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	1 Cooperating Country Worldwide (PRE)	Page 1 of 3 Pages
		2. PIO T No. 934-23101/ 934-23002/	3. <input checked="" type="checkbox"/> Original or Amendment No. _____
		4. Project Activity No. and Title 940-0012 International Executive Service Corps (IESC)	

5. Appropriation Symbol 72-1191021.3 1/ 72-1191021.6 2/		6. Budget Plan Code PDNA-89-13460-KG-11 1/ PDSA-89-13460-KG-11 2/	
7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Implementing Document		8. Project Assistance Completion Date (Mo., Day, Yr.) 12/30/92	
9. Authorized Agent M/SER/OP		10. This PIO T is in full conformance with PRO AG No Date	
11a. Type of Action and Governing AID Handbook <input type="checkbox"/> AID Contract (HB 14) <input checked="" type="checkbox"/> AID Grant or Cooperative Agreement (HB 13) <input type="checkbox"/> PASA RSSA (HB 12) <input type="checkbox"/> Other		11b. Contract, Grant Cooperative Agreement PASA-RSSA Reference Number (if this is an Amendment)	

FUNDS RESERVED BY
 M/FM/PADF
 POSTED 11/18/88
Helen Craig

12. Estimated Financing (A detailed budget in support of column (2) is attached as Attachment No. _____)					
Maximum AID Financing Available	A Dollars	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
		0	\$1,377,000 1/ 1,378,000 2/		\$2,755,000
	B U.S. Owned Local Currency				

13 Mission References

14A Instructions to Authorized Agent
 SER/OP is requested to negotiate a four year grant with the IESC. This PIO/T provides \$2.755 million of a \$5.0 million planned FY 1989 obligation. The total planned life-of grant budget for core funding is \$20 million over the four years. Grant budget and scope of work are attached for FY 89 (\$5 million).

14B Address of Voucher Paying Office:
 AID/W/FM/PADF, A.I.D., Washington, D.C. 20523

15 Clearances—Include typed name, office symbol, telephone number and date for all clearances

A. The Project Officer certifies that the specifications in the statement of work or program description are technically adequate PRE/PD, Penny Farley <i>Penny Farley</i>	Phone No 647-7475	B. The statement of work or program description lies within the purview of the initiating office and approved agency programs. PRE/DP, Michael Unger <i>Michael Unger</i>	Date 11/7/88
	Date 11/7/88		
C. PRE/DP, Betty Brockie <i>Betty Brockie</i>	Date 11/8/88	D. Funds for the services requested are available FM/PADF, Gloria Craig <i>Gloria Craig</i>	Date 11/18/88
E. PRE/PD, Russell Anderson <i>Russell Anderson</i>	Date 11/9/88	DAA/PRE, Christopher Russell (info)	

16. For the Cooperating Country: The terms and conditions set forth herein are hereby agreed to
 Signature _____ Date _____
 Title _____

17. For the Agency for International Development
Neal Peden
 Signature _____ Date 11/16/88
 Title AA/PRE, Neal Peden

*See HB 3, Sup A App C, Att B, for preparation instructions. Note: The completed form contains sensitive information whose unauthorized disclosure may subject an employee to disciplinary action.

20

18. Statement of work or program description for this project is described in Attachment No. 1

19. Special Provisions

- Language Requirements (specify) grantee will seek to maximum extent possible to recruit volunteer executives with requisite language skills.
(If marked, testing must be accomplished by AID to assure desired level of proficiency.)
- B. Access to classified information will will not be required by technical specialists. (Indicate level) _____
- C. Duty post(s) and duration of technical specialist(s) services at post(s) (months) world-wide; up to 3 months.
- D. Dependents will will not be permitted to accompany technical specialist(s). Spouse only for overseas assignments of minimum 2 weeks or more in accordance with IESC travel policy, attachment B.
- E. Geographic code applicable to procurement under this PIO/T is 000 899 935 941 Other (specify) Host Country
(If other than authorized in HB 1, Sup B, Chap 5, Para 5A1d, attach waiver(s).)
- F. Salary approvals to exceed FS 1 salary ceiling are attached in process N/A.
- G. Cooperating country acceptance of this project (applicable to AID/W projects only)
 has been obtained is in process is not applicable to services required by PIO T.
- H. Justification for use of external resources for consulting services is attached N/A.
- I. Clearance for procurement of ADP equipment, software, and services is attached in process N/A.
- J. OMB approval of any report to be completed by ten or more members of the general public under the statement of work is attached in process N/A.
- K. Participant training is is not being funded as part of this PIO/T.
- L. Requirement (contracts only) is recommended for small business set-aside SBA 8(a) Program, neither.
- M. Other (specify)

20. Provisions for Logistic Support

A. Specific Items (Invert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain below in C. "Comments")

	IN KIND SUPPLIED BY		FROM LOCAL CURRENCY SUPPLIED BY		TO BE PROVIDED OR ARRANGED BY SUPPLIER	N/A
	AID	COOPERATING COUNTRY	AID	COOPERATING COUNTRY		
(1) Office Space					X	grantee
(2) Office Equipment					X	
(3) Housing and Utilities					X	
(4) Furniture					X	
(5) Household Appliances (Stoves, Refrig., etc.)					X	
(6) Transportation in Cooperating Country					X	
(7) Transportation To and From Country					X	
(8) Interpreter Services/Secretarial					X	
(9) Medical Facilities (Health Room)					X	
(10) Vehicles (official)					X	
(11) Travel Arrangements/Tickets					X	
(12) Nightwatchman for Living Quarters					X	
(13)						
(14)						
(15)						

27

20. Provisions for Logistic Support (Continued)

B. Additional Facilities Available From Other Sources

Diplomatic pouch

PX

Commissary

Other (specify, e.g., duty free, entry, tax exemption)

C. Comments

As agreed to by the Chief of Mission for each country in which grantee operates.

21. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities

IESC shall use PRE/PD as the primary point of contact with A.I.D.

B. Cooperating Country Liaison Officials

As determined by each mission and host country where grantee operates.

C. AID Liaison Officials

AID/W - Penelope Farley, PRE/PD
Field - Mission Director or designee

22. Background information (additional information useful to authorized agent)

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

- A. Detailed budget estimate in support of increased funding (Block 12) IESC unsolicited proposal attached as Attachment A.
- B. Evaluation criteria for competitive procurement (Block 14A)
- C. Justification for procurement by other than full and open competition or noncompetitive assistance
- D. Statement of work or program description (Block 18)
- E. W:iver(s) justification(s), clearance(s), certification(s) (Block 19) (specify number _____)

42

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

JAN 30 1989

Mr. Hobart Gardiner
International Executive
Service Corps
8 Stamford Forum
P.O. Box 10005
Stamford, Ct. 06904-2005

Subject: Grant No. PDC-0012-G-SS-9007-00
Modification No. One (1)

Dear Mr. Gardiner:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the subject Grant is hereby modified as follows:

I. Cover Page

Delete the first paragraph in its entirety, and substitute the following:

"Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to International Executive Service Corps (hereinafter referred to as "IESC" or "Grantee"), the sum of \$5,000,000 to obligate the first year of a four year grant for the continuation of the worldwide Volunteer Executive (VE) program providing management and technical assistance to private enterprises in developing countries.

II. Schedule

A. Delete paragraph B.1. in its entirety, and substitute the following:

"1. The effective date of this Grant is January 1, 1989, and the estimated completion date is December 31, 1992. Funds obligated hereunder are available for program expenditures beginning January 1, 1989 and are anticipated to be sufficient through approximately December 31, 1989. Additional funding for the remaining years of the Grant will be obligated subject to the availability of funds."

143

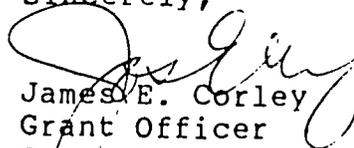
B. Delete paragraph C.3. in its entirety, and substitute the following:

"3. A.I.D. hereby obligates the amount of \$5,000,000 for program expenditures during the period specified in section B.1. A.I.D. shall not be liable for reimbursing the Grantee for any costs in excess of the obligated amount."

III. Except as expressly herein modified, all other terms and conditions remain unchanged.

Please acknowledge receipt of this modification by signing all copies, retaining one set for your files, and returning the remaining copies to the undersigned.

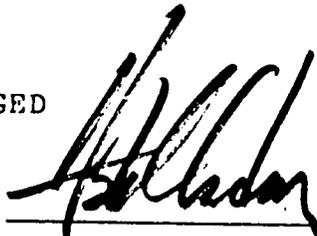
Sincerely,



James E. Corley
Grant Officer
Central Operations Branch
Office of Procurement

ACKNOWLEDGED

BY:



NAME:

Hobart C. Gardiner

TITLE:

Vice President

DATE:

February 23, 1989

Fiscal Data

A. General

1. Total Estimated Amount:	\$20,000,000
2. Total Obligated Amount:	\$ 5,000,000
3. Project No.:	940-0012
4. Project Officer:	PRE/PD, P. Farley
5. Duns No.:	076829480
6. IRS E. I. No.:	13-2503656
7. LOC No.:	72-00-1496

B. Specific

1. PIO/T No.:	9342310
2. Appropriation No.:	72-11910213
3. Budget Plan Code:	PDNA-89-134600-KG11
4. Amount Obligated:	\$1,123,000
1. PIO/T No.:	9342300
2. Appropriation No.:	72-119021.6
3. Budget Plan Code:	PDSA-89-13460-KG11
4. Amount Obligated:	\$1,122,000

145