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**OCT 19 1982**

**UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D.C. 20523**

**SEP 23 1982**

**Mr. Peter B. Johnson  
Executive Director  
Caribbean/Central American Action  
Suite 1010  
1535 New Hampshire Avenue, N.W.  
Washington, DC 20036**

**SUBJECT: Cooperative Agreement No. LAC-0619-A-00-2053-00**

**Dear Mr. Johnson:**

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "AID") hereby provides to the Caribbean/Central American Action (hereinafter referred to as "C/CAA" or "Recipient") the sum of Three Hundred Twenty-Eight Thousand Dollars (\$328,000) to provide support for a Private Sector Initiatives project as more fully described in Attachment 2 to this Agreement, entitled "Program Description".

**This Agreement is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Recipient in furtherance of program objectives through the estimated period September 29, 1984. Funds disbursed by AID but uncommitted by the Recipient at the expiration of this agreement shall be refunded to AID.**

The estimated total cost of this program to the Government is \$480,000. The amount obligated and made available by this letter is \$328,000, and AID shall not be obligated to reimburse the Recipient for costs incurred in excess of that amount unless additional funds are made available. Additional funding for the program may be provided, subject to the availability of funds to AID and program priorities at that time.

This Agreement is made with C/CAA on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled "Schedule", Attachment 2, entitled "Program Description", and Attachment 3, entitled "Standard Provisions, Specific Support Grant," dated September 1977 with the Alterations to Grant, dated July 1982, all of which have been agreed to by your organization.

Please sign all copies of this agreement, retain one copy for your files, and return the remaining copies to this office, being sure that you return all copies marked "Funds Available".

Sincerely yours,



Wesley L. Hawley  
Grant Officer  
Regional Operation Division-LAC  
Office of Contract Management

**Attachments:**

1. Schedule
2. Program Description
3. Standard Provision

**ACKNOWLEDGED:**

**CARIBBEAN/CENTRAL AMERICAN ACTION**

BY: 

PRINTED NAME: Peter B. Johnson

TITLE: Executive Director

DATE: October 1, 1982

**FUNDS AVAILABLE**

FISCAL DATA

SEP 30 1982  
*04790*  
Program Acctg. Division  
OFFICE OF FINANCIAL MANAGEMENT

PIO/T No.: 598-619-3-6521350  
Appropriation No.: 72-1121021.6  
Budget Plan Code: LDAA-82-35598-DG-12  
Allotment No.: 246-65-598-00-69-21  
Project No.: 598-0619  
Total Estimated Government Cost: \$480,000  
Total Obligated Amount: \$328,000  
Cost-Shared: \$1,184,000  
Total Project Estimate: \$1,512,000  
IRS I.D. No.: 52-114-1745  
Funding Source: AID/W

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SCHEDULE

I. Purpose of Cooperative Agreement

The purpose of this program is to provide partial support for the creation of a Caribbean data bank and information system, establish a technical assistance clearinghouse and basic support mechanisms for the recently established U.S.-Caribbean and U.S.-Central American chamber twin network, and create a mechanism to tap the resources of the U.S. Chamber of Commerce as part of an investment and marketing outreach by the region's private sector into the U.S. business community, as more specifically described in Attachment 2 to this Agreement entitled "Program Description".

II. Period of Agreement

1. The effective date of the Agreement is the signature date on the cover letter. The estimated expiration date of this Agreement is September 29, 1984.

2. Funds obligated hereunder are available for program expenditures for the estimated period September 30, 1982 to September 29, 1984, as shown in the Financial Plan below.

III. Funds Obligated, Payment, Estimated Cost and Cost Sharing

1. The total estimated cost of this Agreement to the Government for the period shown in B.1 above is \$480,000.

2. The total estimated cost to be shared by C/CAA and/or other donors shall be \$1,184,000.

3. AID hereby obligates the amount of \$328,000 for program expenditures during the period set forth in B.2. above and as shown in the Financial Plan below.

4. Payment shall be made to the Recipient in accordance with procedures set forth in Attachment B.3 Standard Provision 7C entitled "Payment-Reimbursement".

5. Additional funds up to the total amount of the agreement shown in C.1 above may be obligated by AID subject to the availability of funds, program priorities at the time, and the requirements of the Standard Provision of the Agreement, entitled "Revision of Financial Plans."

IV. Financial Plan

A. The following is the Financial Plan for this Agreement. Revisions to this Plan shall be made in accordance with Standard Provision 6 en

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<u>Cost Element</u>	<u>Total Estimated Government Cost</u>
1. Information System	
a. Computer Accessing	\$ 24,325
b. Operator	41,580
c. Consultants	15,000
d. Travel	6,700
e. Other Direct Costs	10,160
2. Chamber Twin Program	
a. Personnel	69,300
b. Travel	177,000
c. Consultants	50,000
d. Other Direct Costs	15,460
3. U.S. Chamber Program	
a. Personnel	63,250
b. Travel	5,500
c. Other Direct Costs	<u>1,725</u>
Total	\$480,000

B. Of the Total estimated cost of \$480,000, the amount of \$328,000 has been obligated. It is estimated that this amount will fund the Cooperative Agreement through approximately November 1983.

C. In addition to the Government's share of \$480,000, the amount of \$1,184,000 will be cost-shared by the Recipient, using various outside sources. See the attached clause entitled "Limitation of Funds (Cost-Sharing)".

V. Substantial Involvement Understanding

- A. C/CAA has been deeply involved with AID in the private-sector initiative in the Caribbean Basin. C/CAA has also provided a key link and element of credibility in working with business leaders in the region, many of whom now serve on C/CAA's own board of trustees and maintain a relationship of mutual confidence and close working cooperation with it.
- B. The working relationship involving AID/W, USAIDS, and C/CAA with business and chamber leaders in the region has proved to be an extremely productive and promising one. C/CAA is also broadly engaged with U.S. Government agencies such as USDA, Commerce and U.S. Trade Representative in mobilizing U.S. business participation in the government's Caribbean Basin Initiative. It is a non-profit organization, the objectives of which closely parallel those of AID in the region under this Administration.
- C. The "twin chamber" program was initiated by C/CAA, in the fall of 1980 with assistance and participation from AID, and has led to the formation of 22 pairs. In over half these cases, active relationships have been established, significant project activities carried out, and plans laid for a growing long-term interaction on chamber development and basic economic development fronts.

D. Under the Caribbean Basin Initiative, AID has served as the coordinator for inter-governmental agency participation, and has worked closely with C/CAA in promoting the involvement of U.S. businesses in Caribbean Basin trade and investment programs. By means of this project, AID will establish valuable linkages and outreach programs into the U.S. and Caribbean region private sectors. AID's direct participation in the project will be required in all activities managed by C/CAA in Washington, (e.g. data network, clearinghouse, U.S. chamber outreach) and as required through Mission participation in planning sessions and follow-up tasks associated with regional chamber of Commerce and business associations.

VI. Reporting and Evaluation

A. Financial Reporting

Financial reporting requirements shall be in accordance with the Standard Provision of this Agreement entitled "Payment-Reimbursement".

B. Program Reporting

1. The Recipient shall submit, quarterly, program performance reports and a final report which briefly present the following information:

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(a) A comparison of actual accomplishments with the goals established for the period, the findings of the investigation, or both. If the output of programs or projects can be readily quantitative, such quantitative data should be related to cost data for computation of unit costs.

(b) Reasons why established goals were not met.

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

2. Between the required performance reporting dates, events may occur that have significant impact upon the program. In such instances, the Recipient shall inform AID as soon as the following types of conditions become known:

(a) Problems, delays, or adverse conditions that will materially affect 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 AID assistance needed to resolve the situation.

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

3. If any performance review conducted by the Recipient discloses the need for change in the budget estimates in accordance with the criteria established in the Standard Provision of this agreement entitled "Revision of Financial Plans", the Recipient shall submit a request for budget revision.

4. Five copies of each program performance report shall be submitted to the Project Monitor specified in the Cover Letter of this Agreement.

C. Evaluation

An interim assessment will be carried out after one year of project implementation. A final evaluation will be performed following termination of the project.

VII. Special Provisions

A. Cost Principles for Nonprofit Organizations

1. The cost principles applicable to this agreement are contained in OMB Circular A-122, which has been reprinted, in the Federal Procurement Regulations subpart 1-15.6.

2. Subpart 1-15.6 reserves the sections on bid and proposal costs and independent research and development costs. A.I.D. and the recipient hereby agree upon the following treatment of these costs, pending such time as the FPR is amended to include them:

a) Bid and proposal costs. Bid and proposal costs are the immediate costs of preparing bids, proposals, and applications for potential Federal and non-Federal grants, contracts and agreements, including the development of scientific, costs and other data needed to support the bids, proposals, and applications. Bid and proposal costs of the current accounting period are allowable as indirect costs. Bid and proposal costs of prior accounting periods are unallowable in the current period. In this regard, bid and proposal costs incurred for the preparation of requests for specific projects and programs are acceptable for recovery as indirect costs. However, proposal costs incurred in the attempt to obtain unrestricted funds are to be treated as fund raising and must be included in the organization's direct cost base. Bid and proposal costs do not include independent research and development costs which are covered by paragraph (2) below, or preaward costs covered by Attachment B, Paragraph 33, of OMB Circular A-122. (FPR 1-15.603-2.)

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(b) Independent research and development costs.

Independent research and development is research and development conducted by an organization which is not sponsored by Federal or non-Federal grants, contracts or other agreements. Independent research and development costs must be included in the organization's direct cost base for allocation of its proportionate share of indirect costs. The costs of independent research and development, including its proportionate share of indirect cost, are unallowable under AID agreements.

B. Accounting System.

The Recipient shall establish a separate accounting system for this Agreement allocating costs on an accrual basis; as agreed between the Recipient and the AID Auditor during their pre-award review. AID is awarding this agreement with the provision that this system will be set up and accepted. Within 120 days of the signature of this agreement, an AID Auditor will return to review the accounting system. Should the system fail to meet the agreed upon requirements, AID may terminate this cooperative agreement.

C. Time Sheets

The Recipient shall keep time sheets for personnel whose labor costs are charged to this Agreement in accordance with the instructions given by the AID auditor during his pre-award survey.

D. Overhead Rates

The Recipient will be responsible for paying all overhead costs under this Agreement as a portion of their cost share.

VIII. Standard Provision

1. The Standard Provision supplement entitled "Alterations to Grant" is dated July 1982 attached hereto and incorporated into this Agreement.

2. Delete the words "grant" and "grantee" wherever they appear throughout this document and substitute in lieu thereof the words "cooperative agreement" and "recipient".

3. The following Standard Provisions are deleted in their entirety:

- a. Provision 5A : Negotiated Overhead Rates -  
Predetermined

- b. Provision 5B : Negotiated Overhead Rates-  
Nonprofit Organizations other  
than Educational Institutions
- c. Provision 7A : Payment - Federal Reserve Letter  
of Credit (FRLC) Advance
- d. Provision 7B : Payment - Periodic Advances
- e. Provision 10B : Procurement of Goods and Services  
Over \$250,000
- f. Provision 13B : Title to and Care of Property  
(U.S. Government Title)
- g. Provision 13C : Title to and Care of Property  
(Cooperating Country Title)
- h. Provision 20 : Patents

4. The following Standard Provisions are attached hereto  
and incorporated herein:

- a. Provision 20 : Patent Rights (Small Business  
Firms and Nonprofit  
Organizations) deleting the  
words "Grant" and "Grantee" and  
substituting "Cooperative  
Agreement" and "Recipient".
- b. Provision 35 : Limitation of Funds  
(Cost-Sharing) deleting the  
words "contract" and  
"Contractor" and substituting  
"Cooperative Agreement" and  
"Recipient".

## PROGRAM DESCRIPTION

### A. Purpose of Agreement

1. This Cooperative Agreement will provide support mechanisms in the U.S. private sector for the growing leadership role of Caribbean and Central American private sector organizations in the economic development of the region. This agreement will complement existing AID programs that provide funding directly to these organizations on a seed basis to enhance their performance capacity and on an ongoing basis as a conduit for channeling development assistance for job creation, productivity enhancement, export marketing enhancement, etc., directly into the private sector.

2. The three components of this agreement will support the creation of a Caribbean data bank and information system, establish a technical assistance clearinghouse and basic support mechanisms for the recently established U.S.-Caribbean and U.S.-Central America chamber twin network, and create a mechanism to tap the resources of the U.S. Chamber of Commerce as part of an investment and marketing outreach by the region's private sector into the U.S. business community.

3. The agreement will support efforts to strengthen the institutional and financial base and operating effectiveness of private-sector entities, as well as channel through them funds to support economic development program activity in such areas as investment attraction, job training, small business services, credit, marketing, and technical assistance.

4. The basic purpose of the three components is to provide needed stimulus, support and coordination of resources at the U.S. end, essential to enable the investment being made in private sector revitalization on the ground in the region to achieve its full potential.

### B. Specific Objectives

#### 1. Caribbean Basic Information System:

a. A Caribbean Information Center shall be established in the office of Caribbean/Central American Action, building on existing reference materials in the organization's library but incorporating as its major new elements a computerized data bank and electronic network tying together the private sector organizations in the Caribbean. The C/CAA terminal station and three initial terminal stations in the Caribbean (at CAIC, PSOJ, and the Guatemala private sector organization) shall contribute and access information housed in computer storage by

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**Control Data Corporation.** Control Data computers shall be utilized to perform the on-line operations (information unit creation, search, retrieval, edit, etc.) of the Caribbean Databank, which will be organized on a simply keyword system already developed for other Control Data systems, which lay persons unfamiliar with computer language can be easily trained to operate. Additional terminals in each Central American or Caribbean chamber (or equivalent national business umbrella group) shall be added as the system grows and as each choose to affiliate.

b. The central operating station at C/CAA shall have primary responsibility for inputting of data, on-line communications with the computer, and revision of previously stored data. A full-time professional staff person shall operate this station, responsible for organizing and abstracting material, collecting bodies of data, communicating with the computer in all input, output, editing and operational modes required, and receiving and sending communications to and from other participants in the network. He/she will receive requests for searches and other types of time-consuming computer operations from network participants, and perform actual on-line operations out of the Washington office, thus savings other participants in the network the expense of long-distance on-line operations. He will also oversee the organization of the physical inventory of the information center to complement the electronic databank, and respond to requests from participants for hardcopy materials.

c. The central operating station (as well as the three key in-region terminal stations at their option) shall be equipped with a word processor with screen display and printer, permitting many editing and sorting tasks to be performed on the word processor and its disks internally, with on-line time being required in many instances only when retrieving or replacing large sections of information in the storage. The word processor shall operate either alone or as a terminal. The office shall also be equipped with a simple portable terminal unit for accessing of data by other staff persons, when appropriate, and for travel use. Similar terminals shall be used by other participant entities (the three major Caribbean terminals and other Caribbean business organizations) unless they opt for hooking in their own word processor.

d. Caribbean Basin participants in the network will "buy in" to the project by contributing the cost of a basic terminal unit in each station and related installation costs, and defraying their own telephone charges incurred during communications with the central station or, if appropriate.

initial stations (Caribbean Association of Industry and Commerce, Private Sector Organization of Jamaica, and Guatemala Chamber of Entrepreneurs) being joined by an additional three a year from the Central American and Caribbean national business organizations. Those with the interest and resources to do so shall be permitted to link in ahead of schedule. All interested chambers will be tied into the information system in its broadest sense from the outset, before becoming a participating terminal station, by arrangements enabling their needs to be met in cooperation with the initial terminal in their part of the region (e.g., CAIC serving the eastern islands, Guatemala serving Central America).

e. Participation in the network shall provide Caribbean business leadership organizations an extremely useful access to data for their own purposes, an instant communication link to the U.S. business community through C/CAA, and added leverage in their own institutional setting as the source of valuable information of use to public and private sector entities alike. Once established, these centers should defray some of their own participation expenses by being reimbursed for information provided to other interested agencies in their communities. The Caribbean Basin participants shall feed as well as draw from the information bank, providing updated information on local government policies, economic data, and other information they would want to make easily accessible to potential investors and others.

f. Once a significant body of data is in place, the Databank will be marketed to third-party users, in addition to network participants, who will be permitted to tap in on an annual-fee or per-use basis. Typical third-party users might be U.S. firms, banks, consultants, international financial institutions, U.S. government agencies, and public-sector agencies in the region.

g. Databank Content:

(1) The types of information to be intensively collected, abstracted for input into the electronic bank, cross-referenced, backed up with physical reference material where appropriate, and made available to participants in the network and other users, shall include material both of Caribbean Basin and U.S. origin, including but not limited to categories such as the following:

(a) Laws, regulations, incentive programs and other policies of region governments affecting the investment climate in their respective countries.

(b) Similarly relevant economic data by country (infrastructure, wage rates, cost-of-living, labor force and skills, currency convertibility, etc.).

(c) Results of surveys, feasibility and engineering studies, plant capacity studies and the like on various sectors or specific projects.

(d) Indigenous, U.S. and other firms operating in each country, their contact names, basic commercial activities, recent experiences.

(e) Priorities for investment and other development activities established by local governments, chambers of commerce, or other such sources.

(f) Conclusions of economic analyses such as those incorporated in the World Bank gray book series, the reports of major commercial accounting firms, planning documents of aid-granting agencies, and the like.

(g) Identification of products or undeveloped industries with high market potential, along with feasible quantities, inhibiting factors, etc.

(h) Data on available air and ocean shipping communications, free zones, trading organizations, etc.

(i) Identification of U.S. (and potentially other) manufacturers in specific categories by product, location, size, current overseas operations, etc., stored and sorted in forms conducive to selecting prime targets for investment in particular types of ventures.

(j) Identification of prime players in major marketing and distribution chains of potential interest to Caribbean Basin exporters (food retailing and processing companies, pharmaceutical processing and distributing, department store chains and other broad retailers of manufactured goods).

(k) Up-to-date analysis and data on current market trends and openings.

(l) Comparative wage and operating cost data to enable IDC or Caribbean Basin private-sector promoters to document marginal advantages for a prospective investor to operate in the Caribbean site as against a present U.S., Far East, ECM, etc., site.

(m) Case studies on more and less successful experiences of past and present investors.

(n) Summaries of current developmental projects being undertaken by non-profit public and commercial entities, their scope, objectives, impact to date, and relevance to prospective commercial ventures (example: x agency is funding hydropower development in x country, which by 1990 will permit heavy industrial usage of power at x rate).

(o) Names of firms, organizations, contact people, etc., having particular talents or technical expertise appropriate to various types of developmental projects.

(p) Contact data on various categories of organizations and individuals (participants in particular projects, trade association members, etc.).

(q) Cross-reference information enabling participants in the network to tap into existing computerized data bases where relevant information has already been gathered (e.g., Control Data's Worldtech and Develop systems, Commerce Department industrial listings, databanks in the Dialog system).

(2) The Caribbean Databank inventory will be developed incrementally around priority need areas identified by users, as opposed to canvassing the universe of potentially relevant data in a particular category selected for inclusion. Questionnaires distributed by Control Data at the mid-April chamber twin conference in Guatemala have provided some initial input on priority demand areas among potential users, and similar questionnaires will be mailed to Eastern Caribbean potential participants. In addition to manifesting a high degree of interest and enthusiasm for the project's overall potential, the responses received thus far provide specific information on identification and ranking of data needs. This feedback will be analyzed by Control Data for recommendations to C/CAA on initial programming and category selection.

## 2. CHAMBER TWIN TECHNICAL ASSISTANCE CLEARINGHOUSE

This component shall, itself, encompass four elements -- two administrative mechanisms and two funding mechanisms -- which together shall enable AID to leverage a far greater amount of resources and participation from the private sector.

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a. Technical Assistance Talent Shop and Expert Guidance to Twin Program.

(1) If the chamber twin process is to bring maximum relevant resources to the Caribbean Basin chamber, the U.S. counterpart will need guidance and encouragement as well as access to a broader network of resources than it may have the capacity or sensitivity to provide on its own. The twin shall be the first contact point for the Caribbean Basin chamber seeking assistance with its own institutional development (membership, structure, investment promotion mechanisms, public affairs, etc.) or with special community projects (health, sports, youth programs, etc.) that would serve a developmental as well as image-building purpose. The U.S. twin shall, in turn, tap into the resource net this program will provide.

(2) The firm of Arthur Lumsden and Associates shall be retained on a sub-contract basis for approximately 100 man-days, assuring the continuing personal participation and leadership in the twin program of Mr. Lumsden and his principal deputy, Margaret Lawson. This high-powered talent will not be required on a constant, day-to-day basis, but shall be required for key interventions such as the following:

(a) Evaluating the suitability of proposed technical consultants to be provided to Caribbean or Central American chambers by their U.S. twins;

(b) Identifying and recruiting suitable individuals from elsewhere in the American chamber movements, or outside it if necessary, to meet technical assistance assignments that twinned chambers identify but cannot meet out of their own ranks;

(c) Recruiting new U.S. chambers into the twin program, providing them with initial stimulus, leadership, and guidance;

(d) Evaluating the effectiveness of twin relationships, stimulating greater efforts by laggard participants, and reassignment partners in the rare cases where this is necessary; and

(e) Providing counsel, guidance and leadership to the implementing organization and staff in the long-term shaping and execution of the program.

(3) The contract with Lumsden and Associates shall cover the above-described work performed on an ongoing/intermittent basis throughout the two year life of the project.

It shall include work performed out of the firm's U.S. office as well as both the man-time and direct expenses of domestic travel to recruit and promote chamber development and manage the executive search operation. It will not, however, include any man-days for which Mr. Lumsden or members of his firm may be recruited to perform specific technical consulting assignments in the region.

b. Central Coordination and Clearinghouse Support. To assure routine follow-through in the chamber leadership and talent match operations without incurring the cost of Lumsden and Associates time more often than necessary, a staff support center shall be established in the office of C/CAA as implementing organization. This program element shall consist primarily of a full-time junior-professional staff person to be contact point for local chambers; to work with each on planning and implementation of programs; to monitor follow-up to insure full operation of each twin relationship; to assist in logistical arrangements for programs sponsored by twinned chambers to introduce Caribbean public and private sector leaders to the U.S. business community; to receive requests from chambers for travel support for their own technical experts or for identification of outside talent under the clearinghouse program; and to provide related administrative and communications support to all chambers in the program.

c. Travel Support Pool for Technical Assistance Providers. The heart of the program shall be the providing of technical assistance to chambers in the region, primarily on a voluntary basis, by experts from the American chamber system particularly knowledgeable in the specific area of assistance required. Examples include membership development, structural reorganization, investment promotion, better business bureaus, business-government cooperation, vocational projects, and the like. After the chamber twins identify the need, the U.S. twin shall attempt to identify an appropriate individual from its own staff or membership to undertake the assignment of an expenses-only basis. If the specific talent is not available locally, the chamber twin clearinghouse mechanism shall be activated, with the identification and recruitment task shifted to Mr. Lumsden.

d. Consulting Fee Pool for Special Assignments. While the program is designed so that most of the visiting experts would be provided by their chambers or firms on a no-fee basis, in some instances the individual identified as the right man or woman for the job may be available only on a fee basis. It is particularly contemplated that in certain instances -- particularly where the Caribbean or Central American chamber leadership wishes to undertake a major overhaul of its entire

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approach, objectives, organization and structure -- it may be most appropriate to recruit Mr. Lumsden himself for the field assignment. In other instances, a technical specialist may be indicated, but the right person is found outside the chamber system in an organization not in a position to detail him or her with pay.

3. OUTREACH THROUGH THE U.S. CHAMBER OF COMMERCE

a. This program component shall have two major features -- first, the locating of a full-time Caribbean Basin resource person in the U.S. Chamber of Commerce to access the full range of institutional resources and contact points that organization possesses, and second, using that access point as a springboard around which to organize an intensive series of business outreach programs in which representatives from the region shall meet with carefully targeted U.S. groups to present trade and investment opportunities.

b. A full-time professional staff person shall be placed on a one-year sub-contract to work inside the U.S. Chamber, facilitating maximum utilization by Caribbean businesses and private sector organizations of all available resources, utilizing opportunities in Chamber publications and media programs to communicate on the Caribbean Basin, and lining up administrative contacts in local chambers, industry associations, firms, etc. whose cooperation in Caribbean outreach activities can be enlisted. This individual shall be assigned to the office of Michael Samuels, vice president/international of the U.S. Chamber, or elsewhere within the organization as he may designate, and shall also coordinate closely with Keith Miceli and the Association of American Chambers of Commerce in Latin America, as its activities are in to those of the regular U.S. Chamber. He must be an individual with extensive experience in the American chamber movement or American private industry, and should be recruited from an active position in a firm or chamber on temporary leave by arrangement with the organization.

c. This person shall work as an intermediary between Caribbean Basin private-sector organizations interested in mounting business promotion teams to meet with U.S. audiences and specific U.S. industry associations, chambers, or firms identified and recruited as participants by the staff person in place at the U.S. Chamber. The decision to mount such a team, as well as the actual expenses of its travel, shall come from the Caribbean private sector entity involved, with leadership and involvement expected from CAIC in the case of the Caribbean. The small delegation shall include leading businessmen who are not only leaders of the chamber or other

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private sector organization involved, but also individuals with sufficiently broad business interests of their own or sufficient familiarity with the range of economic activities in their society that they could enter into specific result-oriented discussions with U.S. businessmen showing an interest in various investment projects or in import or distribution of current or possible products of that economy in the U.S. market. A representative of labor and of the public sector investment promotion and/or export promotion agency should also be included. Each team shall visit its chamber-twin city and an average of three other areas selected for economic relevance. The program at each site shall include presentations about the country's available industrial capacity, business enterprises, export products, support infrastructure, etc., and individual or small-group meetings with carefully targeted firms.

C. Implementation

All three major program components -- information system, chamber twin clearinghouse, and U.S. Chamber-based business outreach -- shall be implemented immediately upon agreement between AID as donor and C/CAA as principal contracting sponsor. All entities designated for cooperative or sponsoring roles have agreed in advance to play the roles indicated, except in the case where the recruitment of individual entities is part of the program tasks to be funded.

D. Relationship

1. The AID liaison official shall be Mr. J. Peter Bittner, LAC/DR.
2. The Recipient shall also work closely with the Mission Director, or his designee, in each of the Caribbean and Central American areas.

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