

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D. C. 20523

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR PRE

THRU : PRE/PPR, *Russell Anderson*, Acting Director

FROM : PRE/PPR, *AMND* Andrea Mohn-Baumann, IESC Project Manager

SUBJECT : International Executive Service Corps (IESC) -
Addition of \$6.0M in FY 1986 Funding

Problem: Your approval is required to obligate \$6,000,000 in FY 1986 grant funds to the subject project.

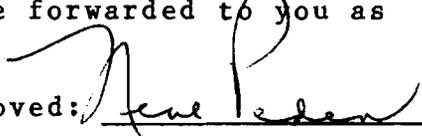
Discussion: AID has continuously supported the IESC program since its inception in 1964. Project management responsibility was transferred to PRE in 1982. In July, 1982, PRE conducted an independent review of the IESC program and engaged in detailed discussions with IESC that culminated in Amendment No. 10 to the Grant (August 11, 1983) that incorporates a revised Program and Purpose for Grant focusing program growth to AID countries.

A routinely scheduled management program audit was completed December 20, 1984, by AID's Inspector General Office. The audit recommendations required changing the Program and Purpose sections and the Financial Plan of the Grant Agreement to more clearly define allowable reserve levels and those program expenses actually covered by the Core Grant. The completed draft revisior is part of the attached PI0/T.

The Project Authorization was amended on January 3, 1984, increasing the authorized amount to \$48,400,000 through the end of FY 1987. The Congressional Notification requirement has been satisfied by the FY 1986 Congressional Presentation for the recommended obligation. Grant Amendment No. 12, effective January 30, 1984, extended the terminal date of the Grant by four years to December 31, 1987; it established the estimated cumulative amount of the Grant to be \$48,400,000; it set forth a Financial Plan for additional obligations through this period of up to \$24,000,000 from PRE to be budgeted yearly at \$6,000,000 per calendar year through FY 1987. The total cumulative obligation under this Grant is now \$36,432,000.

Funds will be from FAA Section 106 (SDA) - \$4,200,000; Section 103 (ARDN) - \$1,500,000; and Section 108 (Health) - \$300,000. The cumulative obligation will be \$42,432,000.

Recommendation: That you approve the obligation of \$6,000,000 of FY 1986 grant funds under the IESC Project (940-0004) to cover 1986 project costs by signing below and executing the attached PIO/T for \$1,346,000. The PIO/T for the remaining balance of \$4,654,000 will be forwarded to you as soon as funds are available.

Approved: 

Disapproved: _____

Date: 11/21/85

Attachment: a/s

2.

AID 1350-1 (10-79)	UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country	Page 1 of . Pages
		Worldwide	
PIO/T	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	2. PIO/T No. 634-2300	<input checked="" type="checkbox"/> Original or Amendment No. _____
		4. Project/Activity No. and Title International Executive Service Corps (IESC) 940-0004	

DISTRIBUTION	5. Appropriation Symbol 72-1161021.6	6. Allotment Symbol and Charge (646-34-099-00-69=61) PDAA-86-13480-DG-11
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7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Implementing Document	8. Project Assistance Completion Date (Mo., Day, Yr.) 12-31-87
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9. Authorized Agent AID/W	10. This PIO/T is in full conformance with PRO/AG N/A
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11a. Type of Action and Governing AID Handbook <input type="checkbox"/> AID Contract (HB 14) <input type="checkbox"/> PASA/RSSA (HB 12) <input checked="" type="checkbox"/> AID Grant (HB 13) <input type="checkbox"/> Other	11b. Contract Grant/PASA/RSSA Reference Number (if this is an Amendment) AID/SOD/PDC-G-0206
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12. Estimated Financing (A detailed budget in support of column (2) is attached as attachment no. _____)

Maximum AID Financing	A. Dollars	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
				-0-	1,346,000
	B. U.S.-Owned Local Currency				

13. Mission
References

14a. Instructions to Authorized Agent
SER/CM is requested to amend Grant No. AID/SOD/PDC-G-0206 to IESC to substitute the attached rewritten Purpose and Program of Grant and Financial Plan as specified in Amendment 15 and increase funding by \$1,346,000. These funds are to be applied against IESC's CY 1986 Grant Budget. The balance of the CY 1986 Grant Budget (\$4,654,000) will be provided as soon as available (probably the 2nd quarter of FY 1986). All other provisions of the Grant remain the same.

FUNDS RESERVED BY
POSTED
11/21/85
12/31/85
1/1/86

14b. Address of Voucher Paying Office
FM/PAD

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 are technically adequate Andrea Mohn, PRE/PPR <i>AM</i>	Phone No. 235-2274	B. The statement of work lies within the purview of the initiating and approved agency programs PRE/PPR, Robert Beckman	Date 21 Nov 85
C. Russell Anderson, PRE/PPR <i>R Anderson</i>	Date 11/19/85	D. Funds for the services requested are available <i>L.P. Reade</i>	
E. John Gelb, PRE/PPR <i>JG</i> Gail Horner, PRE/ADM <i>GH for</i>	Date 11/20/85 11/24/85	L.P. Reade, DAA/PRE	

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to	17. For the Agency for International Development
Signature _____ Date _____	Signature <i>Neal Peden</i> Date 11/21/85
Title _____	Title AA/PRE, Neal Peden

Funds will be from FAA Section 106 (SDA) - \$4,200,000; Section 103 (ARDN) - \$1,500,000; and Section 108 (Health) - \$300,000. The cumulative obligation will be \$42,432,000.

Recommendation: That you approve the obligation of \$6,000,000 of FY 1986 grant funds under the IESC Project (940-0004) to cover 1986 project costs by signing below and executing the attached PIC/T for \$1,346,000. The PIC/T for the remaining balance of \$4,654,000 will be forwarded to you as soon as funds are available.

Original signed by
Neal Peden

Approved: _____

Disapproved: _____

Date: NOV 21 1985

Attachment: a/s

Clearances:

DAA/PRE, LPreade	<u>[Signature]</u>	Date	<u>11/21/85</u>
PRE/PPR, RBeckman	<u>[Signature]</u>	Date	<u>11/21/85</u>
PRE/PPR, RAnderson	<u>[Signature]</u>	Date	<u>(Substance) 11/19/85</u>
GC/LE, RSonenthal	<u>[Signature]</u>	Date	<u>11/19/85</u>

PRE/PPR: AMP AMohn-Baumann:se:1669I:11-14-85

IESC GRANT AGREEMENT

Section A - Purpose

The purpose of this Core Grant is to provide support for the Grantee's program in furnishing business and management expertise to businesses and other institutions in developing countries in such a way as to contribute to each country's economic progress and the well-being of its people.

Section B - Activities

I. Basic Program

The International Executive Service Corps (Grantee) will use the funds obligated under this grant for the principal purpose of implementing the program described in the following numbered paragraphs in the context of and as qualified by the Program Description (Section B.II).

1. Grantee will provide timely and responsive business management and technical assistance directly to indigenously owned private enterprises in developing countries. As a business organization, Grantee is a "ready resource" for A.I.D. to help carry out A.I.D. policies and programs.
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 described in 1. above.
3. Grantee experience in the transfer of management and technology fully supports the viewpoint that the training and development of managers in developing countries is of vital importance to future economic growth in these countries. Grantee Volunteer Executives will play the major role in this training program.

4. Grantee will require assistance recipients to contribute some portion of the total cost 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. Exception to the rule of cost-sharing by the client in Core Grant countries must be agreed to by the Project Officer.
5. Grantee will maintain close liaison with A.I.D. Country Missions, A.I.D. Regional Bureaus, the Bureau for Private Enterprise, and other Development Agencies, both private and public, for the purpose of efficiently and effectively carrying out its program while broadening program support.
6. Grantee will continue to monitor with care all administrative expenses to prevent any unnecessary increase.
7. Grantee will continue special efforts directed toward increasing both the number of corporate donors and total income from the private sector. The support of Grantee's Board and Advisory Council members in the U.S. and overseas is indispensable to this objective.

II. Program Description - Specific Core Grant Objectives

Grantee will implement the specific and basic intent of the Program Description in a businesslike manner. When questions arise concerning interpretations of the Grant, the Grantee will consult the Grant Officer or Project Officer, as appropriate, for guidance.

1. Small Business: Grantee's objectives are to increase its projects with smaller companies so that approximately 50% of its projects using Core Grant assistance will be with small companies by 1988.

Grantee believes that the survival and growth of small and medium-sized business is vital to the overall strength of the private enterprise system in lesser developed countries. This is where the new jobs will come for many in the developing world.

Some of the means to reach the 50% goal include:

- a) **Emphasis.** Country Directors are directed to emphasize small business projects.
- b) **Small Client Fees.** It is a principle of the Grantee to charge every client for its services, believing that what is given away may not be fully appreciated. However, to encourage the development of projects with smaller enterprises, Grantee will continue to charge small clients less than large clients, basing the fee on their ability to pay.
- c) **Piggyback Projects.** It is often possible to utilize Volunteer expertise at least twice for one airfare. Piggybacking offers the small client the opportunity to obtain the services of a Volunteer who is en route to or from another client in his or her country or region of the world.

2. **Agribusiness/Agricultural Production:**

Grantee's objective is to move toward a goal of 25% of its projects in agribusiness and agricultural production by 1988. The business of food, from seed to consumer, continues to be the largest single area of Volunteer Executive assignments.

Among the steps being taken to accomplish that goal are:

- a) Strategic directions have been given to Grantee's representatives to develop a network of contacts throughout the agribusiness community in each country, utilizing National Advisory Councils, local A.I.D. offices, U.S. Agriculture Attaches, local Ministries of Agriculture, indigenous agribusiness companies, and branches of multinational food companies.

- b) Country Directors will continue to be supplied with materials detailing the types of benefits Volunteers have provided to agribusiness clients in the past as a guide to prospective clients who could use much the same services.
 - c) Agribusiness specialists will continue to be sought as Deputy Country Directors to initiate a larger number of agribusiness projects - particularly rural, small agribusiness.
 - d) Grantee has developed a program under which it can draw on retirees from the Food and Drug Administration to assist its clients to bring food products scheduled for export to the U.S. up to FDA standards. The FDA will also make retired experts in pharmaceuticals available, when possible, under this arrangement.
3. Public vs. Private: Grantee's objective is to have less than 5% of its Core Grant subsidized projects providing assistance to government entities. Eligible government entities are only those that support the development of the private sector. These include government organizations fostering private small or medium-sized business, telecommunications, urban transportation, assistance to rural small agriculture, water or sewage systems, electrical utilities, and other similar projects that strengthen the infrastructure that directly affects the private enterprise of a country.

Grantee's policy is that government entities pay the full cost of the assignment of a Volunteer Executive, including indirect allocation. This policy will continue to be followed in the future. Any exceptions must be agreed to in writing by the Project Officer.

4. Program AID Countries: Grantee will direct its resources to establish full-scale programs in 14 target countries. Grantee now maintains and will continue to maintain a Country Director and full scale programs in the 12 of these target countries.

Costa Rica	Pakistan
Egypt	Peru
Haiti	Sri Lanka
Indonesia	Turkey
Jamaica	Thailand
Kenya	Zimbabwe

To date not enough business has resulted from project generation efforts in Sudan and Ivory Coast to support full-scale programs there. Marketing efforts to increase assistance opportunities in these remaining two target countries will continue.

In addition to these target countries, Grantee will expand its program and the number of projects generally in other AID countries. (See Attachment C.2. Overseas Program Budget).

5. Non-Aid Countries: Grantee will phase out the use of Core Grant funds for all projects in non-Core Grant countries in Asia, Africa and Near East started after June 30, 1984, and for all projects in Latin America and Caribbean region started after December 31, 1986.
- a) Grantee has implemented and will continue to implement a full cost recovery program from sources other than the Core Grant for all projects started in non-AID countries of Asia, Africa, and Near East after June 30, 1984.
 - b) Grantee has implemented and will continue to implement a program of cost recovery of all in-country costs (direct and indirect) from sources other than the Core Grant for all projects in Non-AID countries of Latin America and the Caribbean Region started after July 1, 1985.

- c) Grantee will implement a program directed toward full cost recovery from sources other than the Core Grant for all projects in Non-AID countries of Latin America and the Caribbean Region started after December 31, 1986.

Section C - Implementation

The funds provided under this Core Grant shall be utilized without restriction by the Grantee for allowable costs of the activities described above as follows:

1. Program thrust 1984-87: Grantee will gear its program to assist local private enterprise to supply basic goods and services to the local population at a competitive market price. It is the intention of the Core Grant over this four-year period to provide seed funding for a major program expansion in specified AID countries. Grantee's objective is to increase full-service active programs in Core Grant countries from 23 in 1983 by 7 in 1984, 2 more in 1985, and possibly 2 more in 1986 or 1987; and to increase total projects subsidized by the Core Grant from 373 in 1983, to 483 in 1984, 540 in 1985, 554 in 1986, to 573 in 1987.
2. Target Client Objectives: Grantee will utilize the Grant to assist indigenously owned, private enterprises in Core Grant countries. Client objectives for Volunteer Executive (VE) missions using assistance of this Grant are to have:
 - a. Less than five percent (5%) government entity clients every year. These government entities are to pay full cost of services received including all indirect allocations.
 - b. To increase agribusiness/agricultural production clients to approximately 21% of total Grantee projects in 1984, 22% in 1985, 23% in 1986 to reach 25% in 1987.
 - c. To increase small business clients to approximately 47% of total Grantee projects in 1984, 48% in 1985, 49% in 1986, to reach 50% in 1987.

3. **Cost Containment:** Grantee will continue its program to reduce costs through more efficient operations both in the U.S. and overseas. Grantee will continually review its U.S. and overseas administrative and direct costs for the purpose of maintaining costs at an absolute minimum while providing adequate guidance and support to operations in the field and competitively priced Volunteer Executive service. The Project Officer is to be notified in advance of major additions or deletions to capital expenditures in the U.S. budget (such as those in excess of \$100,000), of major corporate reorganizations, and of significant additions to personnel. Any transfer of major U.S. expense items to the Overseas Program Budget, and any major changes in or additions to the Overseas Program Budget, are to be approved in advance in writing by the Project Officer.

4. **Revenue Generation:** Grantee will continue emphasis on expanding its sources of funds for the Grant program beyond this Grant. Potential additional sources include, but are not limited to, USAID Missions overseas, U.S. private sector companies, and overseas donors and recipients of the Grantee's services. Grantee will cooperate with the PRE Project Officer in this effort as appropriate.
 - a. **Non AID revenues** - Grantee will continue innovative and assertive action to maximize client revenues and funding from other non-AID sources.

 - b. **Other AID revenue** - Core Grant will not fund more than \$6.0 million per year through 1987 of the total A.I.D. contribution. Grantee will market its services to AID Regional Bureaus and Overseas Missions to generate funding for any desired additionality to the Core Grant assisted program, in numbers or type of client, or new country services.

5. Cost-Sharing: Grantee will attempt to raise at least 50% of its program revenue from sources other than AID every year. It is understood that the objective of 50% small business clients by 1988 in Core Grant countries complicates Grantee's ability to meet this objective.

6. Cost Attribution: Grant funds are to be used exclusively to assist Grantee's Overseas 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 AID 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 proportion of U.S. Administrative costs only, and the remainder to project assistance (VE and in-country costs) in those countries. Program income generated by client fees will exceed 100% of the cost of U.S. administration for Core Grant countries on a year-to-year basis by at least 20%.

"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 (See Handbook 13, "Grant", paragraph 1.J.) it therefore includes client fees paid to IESC for activities supported by the Grant.

7. Financial Reserves: (a) Grantee will limit the amount of the liquid assets in its "Capital Fund" and "Operating Fund" reserves to a total amount no greater than thirty (30) days of budgeted operating expenses. Grantee shall combine such reserves on its financial statements by December 31, 1985. For the purposes of this section, "liquid assets" is defined to mean operating cash account, interest-bearing deposits, and other cash items (i.e., repayment of client fees in U.S. Dollars), but excluding foreign blocked currency accounts dedicated to supporting Grantee's program in host countries; "thirty (30) days of budgeted operating expenses" is defined to mean one-twelfth (1/12th) of the annual budget in Attachment C, which reflects Grantee's overall budget from all funding sources.

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(b) Should special circumstances arise which would make it desirable and appropriate for Grantee to increase the size of its reserves above the thirty day limit, Grantee will review the circumstances with the Project and Grant Officers. Based on such review, limited adjustments in such reserves may be authorized by the Grant Officer, with the concurrence of AID's Office of Financial Management. Any funds remaining in such reserves after termination and liquidation of the Grant program which are not committed or encumbered shall be refunded to AID.

8. Annual Surplus (Deficit): In the event the program in Core Grant countries during any calendar year results in a surplus of income over expenses, the Grant will be decreased accordingly in the succeeding year, or the surplus will be used to augment Grantee's overall program in Core Grant countries in the succeeding year consistent with this Grant. In the latter case, the proposed use of the surplus is to be reported as per Section D. "Reporting", and indicated in the succeeding year's budget (Attachment C. "Financial Plan" and "Overseas Program Budget").

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Section D - Reporting

I. Reporting Logistics

- A. Grantee will keep AID regularly informed of program activities by copying to the Project Officer at the time of their publication the information listed in II below:
- B. Grantee will report on-going progress to AID by submitting quarterly to the Project Officer the information outlined in III below. As IESC operates on the calendar year, Quarterly Reports should cover January-March, April-June, July-September, October-December. Reports should be received by the Project Officer within three weeks of the end of the quarter.
- C. Grantee will summarize progress to AID by submitting annually to the Project Officer the information outlined in IV below. Submission to AID of the Annual Summary Report will be in April so as to include the Grantee's audited annual Financial Statements received by Grantee from their CPA in early April.

II. Information to be sent to A.I.D. at time of Publication:
This will include:

- 1. Status of All Projects (issued monthly);
- 2. AID Financial forms 272 and 269;
- 3. Board Meeting Notices and Minutes w/attachments;
- 4. Announcements on Country Director appointments/changes;
- 5. IESC News;
- 6. Current Directory of Field Offices and Representatives;
- 7. Annual Operational Report - (prepared for Fall board Meeting);
- 8. Unforeseen, important changes in status of the activities described in most recent Quarterly Report;
- 9. Amendments to the Policy and Procedures Manual;
- 10. Copies of new/updated brochures, etc.; and
- 11. Prior Notification of overseas travel and AID visits by IESC administrative personnel.
- 12. Other as appropriate and requested by the Project Officer.

III. Quarterly Report

Quarterly Report will include:

A. Program Implementation Information

Indicate name and country for new Country Directors (CD) assigned in reporting quarter, CD's positions vacant (give temporary CD if any), CD's in training. List country and date of office openings/closings in reporting quarter and anticipated in next quarter. Attach latest IESC Form of "New Projects Accepted 1984 by Week".

B. Financial Information:

1. Indicate Grant Letter of Credit drawdown total to-date and total anticipated over next three quarters.
2. Attach copy of latest unaudited financial statements.
3. Indicate significant capital expenses (for example all those over \$100,000) in this quarter; any anticipated in next three quarters.
4. List Other-AID Grants signed in quarter, or anticipated. Indicate for each the grantee, country, date signed, amount, duration, grant purpose (VE costs, Country Director, U.S. overhead), number of projects, subsidy ceiling per project, type of client, other special requirements.

C. Administrative Information

1. Board of Directors: Indicate any Director changes actual or planned. For Board Meetings during the report quarter, give date/time/place; Directors/others present; items considered/decisions made. Attach Agenda and Minutes of Board Meeting. Indicate any Board meetings anticipated next quarter.
2. Stamford Headquarters: Indicate any re-organization or key staff changes made in quarter or planned.

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IV. Annual Summary Report

The Annual Summary Report will respond to the objectives specified in Section C. Implementation of the Grant Agreement.

A. Implementation of Program

1. Program Performance

Give a general overview of the year's program activities. Identify increases, for both total program and Core Grant countries only, in program active countries, new offices opened/closed, active Country Directors, and project starts. Attach annual summary of "Status of All Projects", "Annual Plan Review" and the "Country Profile" graphs.

2. Core Grant Phase-out in Non-AID Countries:

Summarize status. List non-Core Grant countries by region.

3. Public versus Private Client Objective: State number and percent of government entity project starts using Core Grant Assistance this year. If more than 5%, explain corrective action anticipated. Attach verification chart "Project Starts by Industry Class" and indicate applicable columns.

4. Agribusiness/Agricultural Production Client Objective:

a. Comment on effectiveness of techniques adopted and problems if any.

b. Update this Agribusiness Performance Projections Chart.

1983	1984	1985	1986	1987
------	------	------	------	------

Total No.
Projects

Agrib.
Target (%)

25%

Total No.
of Agrib.
Projects

16

- c. Indicate applicable columns on verification chart "Projects Starts by Industry Class."

5. Small Business Client Objective:

- a. Give Grantee's operational definition of "small business". Give range and average small client contribution. Problems if any.
- b. Update this Small Business Performance Projections chart.

	1983	1984	1985	1986	1987
Total No. Projects					
Small Bus. Target (%)					50%
Total No. Small Bus. Project					

- c. Attach verification chart "Project Starts by Size of Chart" and indicate applicable columns.

B. Development Impact of Program

The development impact of the IESC program has historically been measured using the number of projects completed, types of projects completed, and size of business given technical assistance.* Direct impact for IESC has been construed to mean the impact of the project on the client, i.e. increased production, earnings, market share, diversification. Indirect impact is construed to mean the multiplier effect of the project on specific industry sub-sectors of the national economy, i.e., jobs created, exports/import generated, new taxes collected, industry sub-sector strengthening.

- 1. List criteria used to determine whether a program is successful. Indicate top three most successful and the three least successful country programs in the CY.

*See IESC Evaluations for AID done by Robert R. Nathan Associates, Inc. in October, 1977, by Edward Betzig in February, 1981, and by Jordan Baruch, Inc. in August, 1982.

2. Attach Client Assistance Review Summary Report (CARS), and the individual project reports used in the CARS.

C. Financial Information

1. Indicate annual Grant drawdown total for calendar year. Explain any surplus (deficit) and its anticipated use in next year's program. Be specific.
2. Summarize cost containment activities: U.S. and overseas administration, overseas direct costs. Indicate any large capital expenses (over \$100,000) this year, major corporate reorganization or significant personnel changes.
3. Describe progress made in revenue generation program:
 - (a) In Non-AID revenues, both client fees and specific donations.
 - (b) In Other-AID revenues. Attach summary sheet listing source, country, date signed, amount, purpose (U.S., Country Director, Office or Volunteer Executive costs), number of projects, subsidy ceiling per project, type of client, other special requirements.
4. Attach updated Financial Plan and 1984-1987 Overseas Program Budgets (Attachment C of Grant Agreement).
5. Attach audited Financial Statements for the year. (2 copies)

D. Administrative Information

1. List Board of Directors and their company affiliates.
2. Attach a current Grantee organization chart indicating key staff by name.
3. Summarize new business development activities, new products, services, etc.

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V. Evaluation Schedule

1. Informal status analysis will be performed by the Project Officer as regular monitoring practice at least quarterly.
2. A non-intensive (meaning a regular PES) evaluation of program objective versus performance will be performed by AID each year after submission of the Annual Summary Report in April.
3. An intensive evaluation will be performed by outside consultants near the end of the Grant for input into the decisions related to continuing the program.

Section E - Special Provision

1. Spouse travel is authorized under this Grant in accordance with Standard Provision No. 13 entitled "International Travel and Allowances" which refers to the Grantee's approved policy and practice.

PRE/PPR:AMohn-Baumann:se:1638I:10-31-85

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FINANCIAL PLAN

ATTACHMENT C-1 FINANCIAL PLAN - Total IBSC Budget (\$000's)

	Calendar Years				
	1983 Actual	1984 Actual	1985 Est.	1986 Est.	1987 Est.
<u>EXPENSES</u>					
<u>PROJECT EXPENSES</u>					
<u>VOLUNTEER EXECUTIVES</u>					
Transportation	\$1,323	\$1,517	\$2,002	\$2,202	\$2,300
Subsistence	2,245	2,635	3,615	4,010	4,100
Recruitment	634	709	710	720	730
Other	88	139	151	190	200
	<u>4,290</u>	<u>5,000</u>	<u>6,478</u>	<u>7,122</u>	<u>7,330</u>
<u>COUNTRY DIRECTORS & FIELD SUPERVISION</u>					
Salaries	1,203	1,181	1,200	1,160	1,120
Other (Travel, Subsistence for Volunteer Country Directors, Employee Insurance and taxes, Local Employee Salaries, and Other Office Expenses)	2,278	3,061	3,283	3,224	3,350
	<u>3,381</u>	<u>4,242</u>	<u>4,483</u>	<u>4,384</u>	<u>4,470</u>
<u>TOTAL PROJECT EXPENSES</u>	<u>7,671</u>	<u>9,242</u>	<u>10,961</u>	<u>11,497</u>	<u>11,800</u>
<u>STAMFORD ADMINISTRATIVE EXPENSES</u>					
	<u>2,528</u>	<u>2,419</u>	<u>2,550</u>	<u>2,827</u>	<u>2,827</u>
<u>TOTAL EXPENSES</u>	<u>10,199</u>	<u>11,661</u>	<u>13,511</u>	<u>14,324</u>	<u>14,627</u>
<u>REVENUES</u>					
<u>PRIVATE</u>					
Receipts From Projects	4,083	4,262	5,280	5,891	6,185
Sponsor Contributions (U.S.)	479	458	500	500	500
Other	500	393	200	291	200
<u>PROJECTED U.S. GOVERNMENT SUPPORT</u> (Subject to the availability of funds)					
Core Grant	4,900	6,000	6,450	6,000	6,000
Other AID	625	815	1,080	1,640	1,740
<u>TOTAL REVENUES</u>	<u>10,587</u>	<u>11,928</u>	<u>13,510</u>	<u>14,322</u>	<u>14,625</u>
<u>SURPLUS (DEFICIT)</u>	388	267	(1.0)	(2.0)	(2.0)
<u>NUMBER OF PROJECT STARTS</u>	373	501	615	651	670

*Includes \$450,000 obligated in later FY 83 but drawn down in CY 1985.

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IESC OVERSEAS PROGRAM BUDGET
1984 ACTUAL
(page 1 of 2)

All Coun-tries are Core Grant	PROJECT STARTS	PROGRAM EXPENSE				PROGRAM REVENUE						
		VOLUNTEER EXECUTIVE	COUNTRY DIRECTOR	FIELD SUPPORT	TOTAL	TOTAL CLIENT REVENUE	LESS APPLICABLE US ADMIN.	ATTRIBUTABLE CLIENT REVENUE (DEFICIT)	OTHER NON AID	OTHER AID	CORE GRANT (covers shortfall)	TOTAL REVENUE
SUMMARY												
LAC	290	2,174,048	1,941,469	267,090	4,382,607	1,971,412	1,399,830	571,582	14,587	293,188	3,503,250	4,382,607
ASIA	114	1,662,084	1,025,434	104,994	2,792,511	1,590,533	550,278	1,040,255	71,677	100,000	1,580,579	2,792,511
NE	84	1,038,862	712,085	77,364	1,828,311	635,855	405,855	230,387	4,170	421,332	1,172,422	1,828,311
AFRICA	13	124,647	102,438	11,973	239,058	63,815	62,751	1,054	0	0	237,994	239,058
1984 TOTALS	501	4,999,641	3,781,426	461,421	9,242,488	4,261,615	2,418,327	1,843,278	90,434	814,520	6,494,245	9,242,488
											Less other than AID sources Core Grant	494,241* 6,000,000
LA Central America - Caribbean												
BARBADOS/	31	214,083	115,616	28,551	358,250	145,835	149,637	(3,802)	2,596		259,456	358,250
TRINIDAD												
COSTA RICA	17	99,397	76,848	15,657	191,902	89,193	82,059	7,134			184,768	191,902
DOM REPUB./	35	201,753	86,512	32,235	320,500	189,057	168,945	20,112	6,217	4,500	289,671	320,500
HAITI												
EL SALVADOR	10	76,342	49,327	9,210	134,879	75,750	48,270	27,480		20,833	86,566	134,879
GUATEMALA	5	43,487	104,317	4,605	152,409	18,390	24,135	(5,745)			158,154	152,409
MEXICO	21	142,551	289,906	19,341	451,798	230,484	101,367	129,117	1,350		321,331	151,798
HONDURAS	5	40,004	102,683	4,605	147,292	22,367	24,135	(1,768)		5,000	144,060	147,292
PANAMA	10	92,417	90,996	9,210	192,618	76,613	48,270	28,343			164,275	192,618
JAMAICA	60	439,098	186,580	55,260	680,938	249,689	289,620	(39,931)		214,455	506,414	680,938
BELIZE	1	14,267	3,001	921	18,189	2,720	4,827	(2,107)			20,296	18,189
LA - South America												
BRAZIL	23	228,771	307,031	21,183	556,985	365,777	111,021	254,756			302,229	556,985
CHILE	6	63,455	120,608	5,526	189,589	47,058	28,962	18,096			171,493	189,589
COLUMBIA	16	145,221	120,011	14,736	279,968	132,474	77,232	55,242	2,907		221,819	279,968
ECUADOR	22	118,553	101,140	20,262	239,955	80,069	106,194	(26,125)		48,400	217,680	239,955
GUYANA	0	156	0	0	156	0					156	156
PERU	16	160,382	93,202	14,736	268,320	116,761	77,232	39,529	1,517		227,274	268,320
VENEZUELA	12	94,116	93,691	11,052	198,859	129,175	57,924	71,251			127,608	198,859
TOTAL LAC	290	2,174,048	1,941,469	267,090	4,382,607	1,971,412	1,399,830	771,582	14,587	293,188	3,503,250	4,382,607

* U.S. Private Contribution \$458,457
plus Property Tax Settlement \$125,305
plus Other Non-AID Income \$178,164
minus Shortfall \$494,241
equals SURPLUS 1984 \$267,681

IESC OVERSFAS PROGRAM BUDGET
1984 ACTUAL
(page 2 of 2)

All Coun- tries are Core Grant	PROJECT STARTS	PROGRAM EXPENSE				PROGRAM REVENUE							
		VOLUNTEER EXECUTIVE	COUNTRY DIRECTOR	FIELD SUPPORT	TOTAL	TOTAL CLIENT REVENUE	LESS APPLICABLE US ADMIN.	ATTRIBUTABLE CLIENT REVENUE (Deficit)	OTHER NON AID	OTHER AID	CORE GRANT (covers shortfall)	TOTAL REVENUE	
NE													
	KUWAIT	1	16,731	0	921	17,652	18,625	4,827	13,798			3,854	17,652
	GREECE	1	9,474	5,512	921	15,907	9,543	4,827	4,716			11,191	15,907
	MALTA	1	8,152	297	921	9,370	6,200	4,827	1,373			7,997	9,370
	JORDAN	4	44,609	37,906	3,684	86,199	31,177	19,308	11,869		8,740	65,590	86,199
	LEBANON	0	0	0	0	0	1,000	0	1,000		240	1,240	0
	MOROCCO	0	618	29,900	0	30,518	0	0	0			30,518	30,518
	TUNISIA	12	120,896	136,591	11,052	268,539	48,918	57,924	(9,006)		167,033	110,512	268,539
	TURKEY	13	175,629	189,016	11,973	376,618	148,317	62,751	85,566	4,170		286,882	376,618
	PORTUGAL, AZORES	20	182,886	129,909	18,420	331,215	146,396	96,540	49,856		4,477	276,882	331,215
	EGYPT	31	473,977	172,389	28,551	674,917	221,307	149,637	71,670		240,842	362,405	674,917
	PAKISTAN	1	5,890	10,565	921	17,376	4,372	4,827	(455)			17,831	17,376
	SUBTOTAL NE 84		1,038,862	712,085	77,364	1,828,311	635,855	405,468	230,387	4,170	421,332	1,172,422	1,828,311
ASIA													
	SRI LANKA	4	48,641	47,783	3,684	100,108	14,321	19,308	(4,987)			105,095	100,108
	INDONESIA	23	354,446	142,739	21,183	518,368	333,260	111,021	222,239			296,129	518,368
	KOREA*	12	249,809	177,007	11,052	437,868	322,255	57,924	264,331	1,067		172,470	437,868
	MALAYSIA*	6	110,580	82,220	5,526	198,326	99,722	28,962	70,760			127,566	198,326
	PHILIPPINES	27	372,007	176,513	24,867	573,387	349,918	130,329	219,589			353,798	573,387
	SINGAPORE*	4	63,037	9,809	3,684	76,530	59,078	19,308	39,770	1,200		35,560	76,530
	TAIWAN*	17	195,682	171,960	15,657	383,299	265,713	82,059	183,654	68,010		131,635	383,299
	THAILAND - REG. RURAL	19	260,574	170,251	17,499	448,324	146,266	91,713	54,553	1,400	100,000	292,371	448,324
	INDIA	2	7,308	47,152	1,842	56,302	0	9,654	(9,654)			65,956	56,302
	SUBTOTAL ASIA 114		1,622,084	1,025,433	104,994	2,792,512	1,590,533	550,278	1,040,255	71,677	100,000	1,580,580	2,792,512
AFRICA													
	SENEGAL	2	10,448			10,448	800		800			9,648	10,448
	KENYA	5	55,661	85,465	4,605	145,731	32,408	24,135	8,273			137,458	145,731
	WEST AFRICA	2	23,295			23,295	9,700		9,700			13,595	23,295
	SWAZILAND	1	6,663			6,663	3,822		3,822			2,841	6,663
	SOMALIA	2	17,485			17,485	11,146		11,146			6,339	17,485
	BURUNDI	1	11,095			11,095	5,939		5,939			5,156	11,095
	CIRCUIT RIDER	8**		16,973	7,368	24,341	0	38,616	(38,616)			62,957	24,341
	SUBTOTAL AFRICA 13		124,647	102,438	11,973	239,058	63,815	62,751	1,064	0	0	237,994	239,058

*Figures represent total year; Core Grant effective for only first half year as per AID Agreement.

**Traveling Country Representative visiting principally West Africa countries. Projects included in above country totals.

IESC OVERSEAS PROGRAM BUDGET

1995 ESTIMATE

COUNTRY	PROJECT STARTS	PROGRAM BALANCE				PROGRAM REVENUE				OTHER AID	CORE GRANT (Cost-Share)	TOTAL REVENUE
		VOLUNTEER EXECUTIVE	CONSUPT DIRECTOR	FIELD SUPPORT	TOTAL	TOTAL CLIENT REVENUE	LEIS APPLICATIONS US ADMIN.	NLG CLIENT REVENUE	OTHER MGN AID			
CORE GRANT												
LA												
EASTERN CARIBBEAN	23	130,170.	106,700.	13,900.	250,670.	119,000.	99,360.	19,610.	-	50,000.	101,030.	250,670.
COSTA RICA	20	189,720.	89,420.	12,000.	291,540.	151,900.	82,930.	60,070.	-	-	219,470.	287,540.
DOMINICAN REPUBLIC	20	117,000.	80,710.	12,000.	210,710.	132,200.	82,930.	49,270.	-	-	163,400.	212,710.
HAITI	7	99,000.	4,200.	4,200.	99,200.	90,200.	29,000.	21,100.	-	-	77,900.	99,200.
ECUADOR	29	171,000.	119,200.	17,400.	314,300.	146,500.	129,200.	68,270.	-	79,000.	181,110.	324,300.
EL SALVADOR	20	197,000.	129,750.	12,000.	322,750.	177,000.	82,930.	116,070.	-	-	266,000.	322,750.
GUATEMALA	26	180,500.	122,500.	15,600.	318,600.	115,400.	107,800.	7,600.	-	29,000.	249,270.	306,650.
HONDURAS	24	192,000.	99,050.	15,600.	306,650.	115,400.	107,800.	7,300.	-	50,000.	249,270.	306,650.
JAMAICA	70	611,600.	169,600.	42,000.	823,200.	459,000.	279,270.	184,730.	-	139,000.	599,470.	873,470.
PANAMA	14	90,000.	193,200.	4,400.	287,600.	185,000.	90,000.	45,950.	-	-	155,350.	202,300.
PARAGUAY	1	10,050.	39,200.	800.	40,650.	13,000.	4,150.	8,050.	-	-	31,200.	40,650.
PERU	10	114,000.	139,150.	6,000.	259,150.	79,000.	41,450.	33,535.	-	-	216,615.	259,150.
BRASIL*	22	248,200.	719,700.	13,200.	981,100.	330,000.	91,210.	230,700.	-	-	242,490.	491,140.
CHILE*	8	84,300.	87,850.	4,900.	177,150.	104,000.	33,170.	70,830.	-	-	106,320.	177,150.
COLUMBIA*	9	79,710.	111,000.	5,400.	196,110.	121,500.	37,320.	84,180.	-	-	131,950.	196,110.
MEXICO*	22	152,930.	246,700.	13,200.	412,830.	229,000.	91,230.	128,780.	-	-	294,390.	412,830.
VENEZUELA*	10	126,870.	92,100.	10,800.	229,770.	243,900.	74,640.	142,290.	-	-	50,610.	229,770.
Subtotal	315	(2,796,720.)	(2,064,790.)	(207,066.)	(5,068,576.)	(2,739,801.)	(1,740,189.)	(1,103,499.)	-	(453,000.)	(3,295,715.)	(5,012,216.)
ME												
EGYPT	32	533,600.	137,250.	19,200.	670,050.	231,360.	132,670.	99,630.	-	50,000.	233,360.	692,030.
JORDAN	11	167,530.	80,150.	6,600.	254,280.	77,000.	45,600.	31,400.	-	84,000.	126,850.	242,250.
MOROCCO	15	149,180.	94,300.	9,000.	248,480.	120,000.	62,200.	57,800.	-	50,000.	140,600.	248,480.
PORTUGAL	17	169,450.	133,700.	10,200.	309,350.	116,000.	70,500.	65,500.	-	-	249,850.	309,350.
TURKEY	7	87,620.	94,100.	4,200.	185,920.	49,000.	29,000.	2,000.	-	100,000.	65,920.	185,920.
Subtotal	137	(1,315,130.)	(733,700.)	(61,200.)	(2,110,030.)	(741,360.)	(422,360.)	(1,399,660.)	-	(154,000.)	(1,553,360.)	(2,134,780.)
ASIA												
INDIA	4	56,400.	89,500.	2,400.	148,300.	59,000.	16,670.	33,400.	-	-	114,200.	148,300.
INDONESIA	32	510,000.	231,700.	19,200.	760,900.	320,000.	132,670.	187,330.	-	-	609,570.	792,700.
PAKISTAN	5	59,500.	87,300.	3,000.	150,800.	39,000.	22,730.	14,270.	-	-	145,210.	150,800.
PHILIPPINES	29	359,800.	229,700.	16,800.	606,300.	290,000.	116,100.	163,900.	-	-	419,600.	606,300.
SRI LANKA	21	270,000.	63,650.	12,400.	346,050.	109,000.	87,100.	17,900.	-	-	329,350.	346,050.
THAILAND	23	294,750.	179,650.	13,800.	488,200.	119,200.	95,300.	19,640.	-	-	454,770.	488,200.
Subtotal	113	(1,578,650.)	(787,260.)	(67,600.)	(2,433,510.)	(905,000.)	(428,540.)	(439,440.)	(-)	(-)	(1,387,280.)	(2,452,860.)
AFRICA												
KENYA	10	160,170.	119,400.	6,000.	285,570.	49,000.	41,460.	3,510.	-	-	279,030.	285,570.
ZIMBABWE	11	132,100.	30,000.	6,000.	168,100.	49,500.	45,600.	3,900.	-	-	131,400.	168,100.
OTHER AFRICA	3	36,500.	30,000.	1,000.	67,500.	13,500.	13,410.	1,060.	-	31,000.	67,500.	67,500.
Subtotal	24	(328,770.)	(179,400.)	(13,000.)	(511,170.)	(112,000.)	(100,470.)	(8,470.)	-	(31,000.)	(277,170.)	(511,170.)
Core Grant Subtotals	589	6,097,600	3,796,820	380,400	10,194,320	4,560,840	3,421,450	2,389,290	-	1,080,000	6,975,420	10,194,320
											less from other Non Aid sources Core Grant	525,410 (6,450,000)
NON-CORE GRANT												
FOREA	15	209,000.	199,160.	9,000.	417,160.	420,000.	62,200.	357,000.	-	-	-	417,160.
TAIWAN	15	209,100.	129,700.	9,000.	347,800.	280,000.	62,200.	218,300.	150,000.	-	-	347,800.
CHINA	1	14,900.	-	600.	15,500.	15,500.	4,150.	15,200.	-	-	-	15,500.
Subtotal	31	(333,000.)	(228,860.)	(18,600.)	(595,460.)	(715,500.)	(128,550.)	(531,450.)	(150,000.)	(-)	(-)	(595,460.)
TOTAL	619	(6,477,700.)	(4,114,640.)	(399,000.)	(10,961,380.)	(5,276,340.)	(3,549,900.)	(2,720,740.)	(150,000.)	(1,080,000.)	(650,000.)	(10,261,380.)

*Figures represent full year total. Core Grant covers in-Country costs for first six months only as per Grant Agreement.

**Grant signed in Brazil \$244,000. Mexico \$125,000. Drawdown starts in '86.

1986 ESTIMATE

COUNTRY	PROJECT STARTS	PROGRAM EXPENSE				TOTAL CLIENT REVENUE	LESS APPLICABLE US ADMIN.	NET CLIENT REVENUE	PROGRAM REVENUE			TOTAL REVENUE
		VOLUNTEER EXECUTIVE	COUNTRY DIRECTOR	FIELD SUPPORT	TOTAL				OTHER NON AID	OTHER AID	CORE GRANT (Special)	
CORE GRANT												
LA												
EASTERN CARIBBEAN	26	203,125.	113,000.	15,600.	331,725.	143,650.	117,892.	30,750.	25,000.	45,000.	230,967.	331,725.
COSTA RICA	22	190,608.	110,090.	13,200.	313,898.	200,112.	95,524.	104,580.	-	-	209,220.	313,898.
DOMINICAN REPUBLIC	17	102,041.	132,000.	10,200.	244,041.	101,100.	73,714.	27,206.	62,500.	-	155,255.	244,041.
HAITI	12	100,500.	51,000.	7,200.	166,700.	74,000.	52,104.	22,696.	-	-	114,000.	166,700.
ECUADOR	32	226,749.	181,000.	19,200.	426,949.	201,250.	138,944.	62,306.	-	75,000.	291,634.	426,949.
EL SALVADOR	23	219,292.	103,500.	13,800.	336,592.	110,060.	99,855.	10,994.	-	190,000.	135,590.	336,592.
GUATEMALA	26	159,510.	107,500.	15,600.	282,110.	152,454.	117,892.	39,562.	-	-	242,548.	282,110.
HONDURAS	23	180,882.	119,000.	13,800.	313,682.	86,200.	99,866.	-	-	150,000.	177,348.	313,682.
JAMAICA	50	449,000.	151,100.	30,000.	630,100.	335,900.	217,100.	(13,666.)	-	100,000.	413,300.	630,100.
PANAMA	15	142,164.	109,400.	9,000.	260,564.	107,500.	65,130.	118,800.	-	-	218,394.	260,564.
PARAGUAY	10	100,500.	87,200.	6,000.	193,700.	96,000.	43,420.	42,370.	-	100,000.	193,700.	
PERU	12	138,600.	115,000.	7,200.	260,800.	94,000.	42,104.	54,500.	-	-	218,104.	260,800.
BRASIL	30	324,062.	217,700.	18,000.	559,762.	506,220.	130,260.	375,960.	-	180,000.	3,802.	559,762.
CHILE	8	99,600.	26,000.	4,800.	130,400.	134,470.	34,736.	99,664.	-	-	30,736.	130,400.
COLOMBIA	7	99,850.	70,000.	4,200.	174,050.	142,800.	30,394.	112,406.	-	-	21,644.	174,050.
MEXICO	32	209,600.	210,000.	19,200.	447,600.	418,112.	138,944.	279,168.	-	90,000.	78,432.	447,600.
VENEZUELA	20	150,400.	86,600.	12,000.	249,000.	265,222.	86,840.	178,382.	-	-	70,698.	249,000.
Subtotal	365	(3,065,624.)	(2,002,300.)	(219,000.)	(5,286,924.)	(3,133,300.)	(1,584,830.)	(1,588,550.)	(87,500.)	(930,800.)	(2,640,874.)	(5,286,924.)
NE												
EGYPT	38	617,700.	180,000.	22,800.	820,500.	281,200.	164,996.	116,204.	-	330,000.	374,296.	820,500.
JORDAN	10	133,460.	86,300.	6,000.	225,760.	73,060.	43,420.	29,640.	-	45,000.	151,120.	225,760.
MOROCCO	10	91,960.	96,800.	6,000.	194,810.	56,860.	43,420.	13,440.	-	50,000.	131,370.	194,810.
SPAIN	20	212,000.	146,850.	12,000.	371,650.	159,660.	86,840.	72,820.	-	-	298,030.	371,650.
TUNISIA	10	132,500.	69,750.	6,000.	208,250.	54,000.	43,420.	10,580.	-	89,000.	108,670.	208,250.
TURKEY	15	240,900.	228,450.	9,000.	478,350.	171,000.	65,130.	105,870.	-	50,000.	322,400.	478,350.
YEMEN	4	60,000.	12,000.	2,400.	74,400.	38,800.	17,268.	21,432.	-	33,200.	17,668.	74,400.
Subtotal	107	(1,489,320.)	(820,200.)	(64,200.)	(2,373,720.)	(834,580.)	(484,594.)	(369,986.)	(-0-)	(597,200.)	(1,406,534.)	(2,373,720.)
ASIA												
INDIA	10	179,750.	80,600.	8,000.	266,350.	127,750.	43,420.	84,330.	-	-	182,020.	266,350.
INDONESIA	30	527,220.	216,200.	18,000.	761,420.	376,290.	130,260.	246,030.	-	-	515,390.	761,420.
PAKISTAN	8	100,800.	95,400.	4,800.	209,000.	75,200.	34,736.	40,464.	-	-	169,536.	209,000.
PHILIPPINES	28	359,800.	154,100.	16,800.	530,700.	291,200.	71,576.	169,624.	-	-	361,076.	530,700.
SRI LANKA	20	269,000.	54,500.	12,000.	335,500.	128,000.	36,840.	41,160.	-	12,500.	281,840.	335,500.
THAILAND	23	299,959.	161,400.	13,800.	475,159.	193,200.	99,956.	93,334.	-	-	367,825.	475,159.
Subtotal	119	(1,730,529.)	(782,200.)	(71,400.)	(2,584,129.)	(1,191,640.)	(516,696.)	(674,942.)	(-0-)	(12,500.)	(1,876,807.)	(2,584,129.)
AF												
KENYA	12	196,956.	89,400.	7,200.	293,556.	82,800.	52,104.	30,696.	-	-	262,860.	293,556.
SIERRA LEONE	18	217,994.	83,100.	10,800.	311,894.	132,084.	78,156.	53,928.	-	100,000.	157,916.	311,894.
OTHER AFRICA	10	122,200.	7,000.	6,000.	198,200.	74,000.	43,420.	30,580.	-	-	167,620.	198,200.
Subtotal	40	(537,150.)	(242,500.)	(24,000.)	(803,650.)	(288,884.)	(173,680.)	(115,204.)	(-0-)	(100,000.)	(368,398.)	(803,650.)
Core Grant Subtotals	631	6,822,573.	3,827,200.	378,600.	11,028,373.	5,488,484.	2,739,802.	2,748,692.	87,500.	1,639,700.	6,562,491.	11,028,373.
										Less from other Non Aid sources	562,491.	
										Core Grant	(6,030,000.)	
NON CORE GRANT												
KOREA	3	42,174.	30,000.	1,800.	73,974.	84,000.	13,026.	70,974.	3,000.	-	-	73,974.
TAIWAN	14	213,850.	126,659.	8,400.	348,909.	261,000.	60,789.	200,212.	150,000.	-	-	311,212.
CHINA	3	43,000.	-	1,800.	44,800.	57,826.	13,026.	44,800.	-	-	-	44,800.
Subtotal	20	(299,024.)	(156,659.)	(12,000.)	(467,674.)	(452,826.)	(76,840.)	(315,986.)	(153,000.)	(-0-)	(-0-)	(467,674.)
TOTAL	651	7,121,597.	3,985,850.	390,600.	11,496,047.	5,891,310.	2,826,642.	3,064,468.	240,500.	1,639,700.	6,000,000.	11,496,047.

*Core Grant effective for In-Country Costs only in amount equal to or less than LESS APPLICABLE US ADMIN as per Grant Agreement.

In accordance with the Reporting requirements outlined in Section D, Reporting, of Attachment A, the Grantee will annually submit an updated Financial Plan which reflects actual and estimated program costs for the year just completed and budgeted costs for the forthcoming Calendar Year.

SCHEDULE (Amendment 16)A. Purpose of Grant

The purpose of this Grant is to provide support for the Grantee's program in furnishing business and management expertise as more specifically described in Attachment A to this grant entitled Purpose and Program of Grant (Attachment 16).

B. Period of Grant

1. The effective date of this Grant is May 30, 1979. The expiration date of this Grant is December 31, 1987.
2. The additional funds obligated hereunder are available for program expenditures for the estimated period January 1, 1986 to December 31, 1986 as shown in Attachment C to this Grant entitled Financial Plan (Amendment 16).

C. Amount of Grant and Payment

1. The total estimated amount of this Grant for the period shown in B.1 above is \$48,400,000.
2. AID hereby obligates the amount of \$1,346,000 for program expenditures during the period set forth in B.2 above and as shown in the Financial Plan (Attachment C).
3. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment B Standard Provision No. 7A, entitled "Payment - Letter of Credit."
4. Additional Funds up to the amount of the grant shown in C.1 above may be obligated by AID subject to the availability of funds, and in accordance with the Standard Provision of this Grant entitled "Limitation of Funds."

D. Standard Provisions

The Standard Provisions (AID Form 1420-52 dated 2-82) and the Alternations in Grant dated July 1982, all of which were incorporated by Amendment 13, are the Standard Provisions of this Grant except as set forth below:

Delete the following Standard Provisions:

- a) 5A -- Negotiated Overhead Rates - Predetermined
- b) 5B -- Negotiated Overhead Rates - Nonprofit Organizations Other than Educational Institutions
- c) 7A -- Payment - Federal Reserve Letter of Credit (FRLC) Advance
- d) 7B -- Payment - Periodic Advances

- e) 7C - Payment - Reimbursement
- f) 10A - Procurement of Goods and Services Under \$250,000
- g) 13B - Title to and Care of Property (U.S. Government Title)
- h) 13C - Title to and Care of Property (Cooperating Country Title)

Add the following Standard Provision:

7A - Payment - Letter of Credit

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