



CONTRACT INFORMATION MANAGEMENT SYSTEM (CIMS) PD-ABL-133



DIRECT ACTION DATA FORM FOR GRANTS & COOPERATIVE AGREEMENTS

1. Basic Contract Number 641-0126-A-00-3096-00 (See CIB 89-30)

2. Recipient Name INTERNATIONAL EXECUTIVE SERVICE CORPS (IESC)

3. Award Description (This description will be seen by high level Agency officials, as well members of Congress.) The recipient shall... PROVIDE SUPPORT TO IMPLEMENT THE GHANA TRADE AND INVESTMENT (TIP) PROJECT

4. Principal Place of Performance GHANA SEP 22 1993

5. Benefiting Country GHANA

6. Project Officer Country Code/Office Symbol 641-USAID/GHANA

Name (Last, First) WEISEL PETER

- 7. Grant Agreement Type: A. Disaster Assistance, B. American Schools & Hospitals Abroad (ASHA), D. Title XII Authority, E. Other Than A, B, or D (checked)

- 8. Basic Purpose: A. Technical Services to Host Country (checked), B. Commodities, C. Training Services to Host Country, D. Research, E. Architectural & Engineering Services, F. Construction

- 7a. Extent Competed: E. Competed by the Technical Office, F. Competed by the Contracting Office (checked), G. Not competed (unsolicited prop), H. Not competed (predom capab, etc)

9. Taxpayer Identification Number

- 10. Business Organization Type: A. Corporation (checked), B. Individual, C. University or College, D. Historically Black College or University, E. Educational Organization (other than University or College), Z. Other

- F. International Center, G. Research Organization (other than International Center), H. Voluntary Organization, I. Foundation, J. Hospital, N. Hispanic American college or univ.

11. If U.S. University, Host Country Institution

12. If Obligated Amount is in Local Currency, provide U.S. Dollar Amount \$500,000.00

13.a. Negotiator (Last, First, MI)

13.b. Signature

14.a. Contract Officer (Last, First, MI) BELL, JEFFERY

14.b. Signature [Handwritten Signature]

COPY OF AWARD DOCUMENT MUST BE ATTACHED TO THIS FORM

UNITED STATES OF AMERICA  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
MISSION TO GHANA



E-45/3 Independence Avenue,  
(Next to Pegasus Building)  
P.O. BOX 1630  
ACCRA-GHANA  
TELEPHONE 228440  
228482  
663767  
FAX: 233-21-773465  
233-21-659598

MEMORANDUM OF DISTRIBUTION  
USAID/GHANA

I. DOCUMENTATION IDENTIFICATION/INFORMATION

- a) Document Number: 641-0126-A-00-3096-00  
b) Contractor: INTERNATIONAL EXECUTIVE SERVICE CORPS (IESC)  
c) Incremental Funding Action: X YES    NO  
d) Method of Financing:    Letter of Credit  
  X Periodic Advance  
   Direct Reimbursement

II. DISTRIBUTION OF DOCUMENT

- X - Technical Office -PROG/TAP/HPN/ERD/EXO/CONT  
(1 copy) (circle one)  
  X - Controller's Office (3 copies)  
  X - Office of Program (1 copy)  
  X - Project Officer/Contracting Officer's Technical Representative  
(COTR): Peter Weisel HPN (1 copy) Name  
  X - Official USAID/Ghana Contract File (1 copy)  
  X - FA/OP/CIMS (1 copy including CIMS Data Sheet)  
  X - Prime Contractor (1 copy)  
  X Mailed  
   Hand delivered  
   Faxed

DOCUMENTS DISTRIBUTED:

  
Jeffrey D. Bell  
Contracting Officer

8/26/83  
Date

UNITED STATES OF AMERICA  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
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P.O. BOX 1630  
ACCRA-GHANA  
TELEPHONE 228440  
228482  
663767  
FAX: 233-21-773465  
233-21-669598

June 10, 1993

Mr. Charles Baker  
International Executive Service Corps (IESC)  
Stamford Harbor Park  
333 Ludlow Street  
Stamford, CT 06902

**Subject: Cooperative Agreement No.: 641-0126-A-00-3096-00**

Dear Mr. Baker:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the United States Agency for International Development (hereinafter referred to as "USAID" or "Grantor") hereby provides to International Executive Service Corps (hereinafter referred to as "IESC" or "Grantee") the sum of \$500,000 to provide support to implement the Ghana Trade and Investment (TIP) project.

This Agreement is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning with the effective date and ending May 31, 1997.

The total estimated amount of the program is \$3,095,526 of which \$500,000 is hereby obligated. USAID shall not be liable for reimbursing the Grantee for any costs in excess of the obligated amount. However, subject to the availability of funds, USAID may provide additional funds during the Agreement period up to a maximum of \$3,095,526.

This Agreement is made with IESC 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", which have been agreed to by your organization.



ATTACHMENT I - SCHEDULE

A. Purpose of Agreement

The purpose of the Agreement is to provide support for the Ghana Trade and Investment (TIP) project, as more specifically described in Attachment 2 (the Program Description) of this Agreement.

B. Period of Agreement

1. The effective date of this Agreement is the date of Agreement Officer's signature. The expiration date of this Agreement is May 31, 1997.

2. Funds obligated hereunder are available for program expenditures beginning with the effective date of this agreement until May 31, 1997, as shown in the Agreement Budget below.

C. Amount of Agreement and Payment

1. The total estimated amount of this Agreement for the period shown in B.1 above is \$3,095,526.

2. USAID hereby obligates the amount of \$500,000 for program expenditures during the period set forth in B.2 above and as shown in the Agreement Budget below.

3. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3, Letter of Credit.

4. Additional funds up to the total amount of the Agreement shown in C.1 above may be obligated by USAID subject to the availability of funds, the mutual agreement of the parties to proceed, and the requirements of the Standard Provision of the Agreement entitled "Revision of Grant Budget".

D. Agreement Budget

The following is the Agreement Budget. Revisions to this Budget shall be made in accordance with the Standard Provision of the Agreement entitled "Revision to Grant Budget."

I. TAPS IN-COUNTRY COSTS

A. IESC Country and Spouse  
(U.S. Volunteers)

<u>Item</u>	<u>Per Year</u>	<u>T o t a l</u>
1. Subsistence per-diem	32,340	129,360
2. Initial arrival plus home leave or R&R	7,000	28,000
3. Shipment HHE one-time		20,000
4. Storage HHE	3,000	12,000
5. Insurance	8,000	32,000
6. Emergency Medical Leave	3,000	<u>12,000</u>
		\$233,360

B. Contracted Association Development Manager (Year One Only)

<u>Item</u>	<u>Per Year</u>	<u>T o t a l</u>
1. Salary		\$ 60,000
2. FICA & Insurance		10,200
3. Post differential (25%)		15,000
4. Travel to and from U.S.		7,000
5. Unaccompanied baggage		5,000
6. Storage		<u>3,600</u>
		\$100,800

C. Local Hires

<u>Item</u>	<u>Per Year</u>	<u>T o t a l</u>
1. Project Development Mgr.	\$18,000	\$72,000
2. Accountant/Book-keeper	3,600	14,400
3. Office Assistant	3,000	12,000
4. 2 Drivers (inc. overtime)	3,600	14,400
5. Benefits for 1-4 above (25%)	7,000	<u>28,000</u>
		\$140,800

D. Office Costs

<u>Item</u>	<u>Per Year</u>	<u>T o t a l</u>
1. Rent garage	\$30,000	\$120,000
2. Communications/Utilities	20,000	80,000
3. Supplies/Equipment	10,000	40,000
4. Legal/Audit/Temps	15,000	60,000
5. Computer Equipment	one-time	20,000
6. Office Equipment	one-time	20,000
7. Fax/Phone/Telex/Copier	one-time	15,000
8. Marketing, VE orientation	6,000.00	24,000
9. Miscellaneous	5,000.00	<u>20,000</u>
		\$ 399,000

E. Travel and Per-Diem

1. IESC Country Director/Association Development Manager

<u>Item</u>	<u>Per Year</u>	<u>T o t a l</u>
a. Travel in Ghana (40 days x \$160)	\$ 6,400	\$25,600
b. Auto expenses	7,200	28,800
c. U.S. Conference and regional conference	5,000	<u>20,000</u>
		74,400

2. Project Development Specialist

a. Travel in Ghana (40 days X \$160)	\$ 6,400	\$25,600
b. Auto Expense	7,200	<u>28,800</u>

\$54,400

=====

TOTAL IN-COUNTRY COSTS

\$1,002,760

II. IESC EXECUTIVE OVERSIGHT

<u>Item</u>	<u>Per Year</u>	<u>T o t a l</u>
1. Executive travel to Ghana	\$7,000	<u>\$28,000</u>
		\$28,000
		=====

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7

III. VOLUNTEER EXECUTIVE TRAVEL AND PER-DIEM

<u>Item</u>	<u>Total</u>
1. Airfare (round trip, business class)	\$6,000
2. En-route Expenses	1,000
3. Recruitment Costs	2,200
4. Field Support	1,850
5. Per-Diem per U.S. Couple	<u>16,800</u>
TOTAL PER V.E. COUPLE (per 60-day avg. assignment)	\$27,850

IV. TOTAL COSTS

In-Country Costs	\$1,002,760
Executive Oversight	\$ 28,000
LOP 48 VE and consultant assignment for TA projects & seminars (48 x \$27,850)	\$1,336,800
LOP 12 ABLE Research Projects	\$ 60,000
Total TAAS Operational Cost	\$2,427,560
Less Project Client Contribution (\$78,000)	
TAAS Cost Net of Income	\$2,349,560
Inflation (5% per year over 3 years, based on net cost less one-time costs)	\$ 85,660
Total TAAS Program Cost	\$2,435,220
Support for Artisanal Export Development Fund (to be sub-contracted to Aid to Artisans)	\$ <u>660,306</u>
TOTAL GRANT REQUEST	\$3,095,526

E. Reporting and Evaluation

1. Quarterly and Annual Reports: The grantee will submit quarterly and annual technical and financial reports to USAID/Ghana. Data will be submitted on all grantee and sub-grantee performance by the 10th day of April, July, October and January. Annual submissions will be made by the 10th day of the month following the end of contract year.

The following format will be used:

I. Financial Data (By line item)

- A. Cumulative Obligation:

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6



3. Annual Work Plan: The grantee will submit a draft annual work plan in the proposal for the first year's project implementation. This plan will be refined within 30 days of the arrival of the two long-term advisors. The plan must be approved by USAID/Ghana. IT should detail all aspects of project implementation; objectives; responsible parties; and audit , evaluation and reporting schedules. Furthermore, planned coordination activities with other TIP contractors, grantees and related donor agencies should be included. Subsequent plans should be submitted for approval 30 days prior to the end of the grant year.

4. Address Reports To:

Project Officer, TAPS  
Accra (USAID)  
Department of State  
Washington, D.C. 20521-2020

PPE/CDIE/DI  
ACQUISITION  
Room 209, SA-18  
Agency for International Development  
Washington, DC 20523 -

## ATTACHMENT II - PROGRAM DESCRIPTION

### ARTICLE I - BACKGROUND

#### A. The Trade and Investment Program

The Trade and Investment Program (TIP) is an \$80 million initiative designed to address the constraints that limit private sector investments and production for export in Ghana. Authorized September 30, 1992, TIP is comprised of two components--a \$60 million non-project assistance component addressing principal enabling environment constraints to export production and investment, and a \$20 million project assistance component to strengthen the principal public and private sector institutions involved in investment and export promotion. -

There are a number of constraints affecting the general economy which are being addressed by the Government of Ghana (GOG) in cooperation with several donor organizations. The three constraints (identified as a result of extensive pre-project analysis) having the greatest negative impact on non-traditional export growth are: (1) the enabling environment; (2) the present production and marketing capacity and capability of existing and or potential export firms; and (3) the limited financing available to exporters. Each of these constraints is being addressed, albeit, through two separate tracks. USAID's TIP is addressing the first two constraints through conditionality to assist the private and public sector overcome constraints limiting growth. The World Bank is addressing export financing issues through a financial sector adjustment credit project.

TIP proposes to expand Non-Traditional Exports (NTEs) from the 1991 level of \$62 million to \$250 million by 1997. NTEs are the fastest growing export sector in Ghana, and they offer an excellent opportunity for expansion. Unlike Ghana's four principle traditional exports (cocoa, gold, timber and electricity) which have limited prospects for growth in the medium term, the prospects for growth in the medium term, the prospects for NTEs is very promising. Foreign exchange earnings from NTEs increased from \$1 million in 1983 to \$62 million in 1991. The GOG has become increasingly aware of its vulnerability in relying too heavily on a few primary commodities for its export growth and supply of foreign exchange. With the successful implementation of TIP, the Ghanaian economy will be able to significantly diversify from its traditional export base into the non-traditional sector.

#### B. Project Assistance Component

The project assistance component of the Trade and Investment Program is a five year effort designed to address specific

constraints to greater private sector-led growth, particularly as they relate to increased foreign exchange earnings and employment. This component addresses two sets of constraints: (1) improving the enabling environment for private sector firms and (2) improving the capacity of private firms to export.

1. Private Sector: TIP will provide three general categories of assistance to the private sector: (a) firm-level export development and advisory services; (b) institutional development support, industry-focused services, and export readiness for firms, and (c) NTE project development. The three tiers of this assistance form the Technical, Training, and Marketing Assistance Program (TTMAP) element of TIP.

The target audience for TTMAP assistance is: (1) "A-level" firms, which are ready for immediate assistance in finding trade and investment opportunities; (2) "B-level" firms, which require technical and/or managerial assistance to prepare them for trade and investment opportunities in a reasonable period of time and through assistance to Ghanaian business associations; and, to a limited extent, (3) "C-level" firms, which are not ready or willing to take steps necessary to prepare for trade and investment opportunities at this time.

Through these efforts, TIP will build local capacity to identify market demands and produce according to buyers' specifications, accelerate the pace of commercial development in selected industries, and support the development of commercially sustainable trade support services and help producers establish relationships with key service suppliers, internationally and domestically.

Technical assistance, training and market entry support will be provided to individual firms and associations on a cost-sharing or fee recovery basis.

2. Public Sector: Activities funded under this element will support both (1) public sector institutional strengthening and public education and (2) GOG conditionality requirements (discussed in more detail under the non-project assistance component). Specifically, TIP will work with an array of GOG ministries and commodity boards to develop pro-private sector policies and services. Currently, there are at least eight ministries, along with numerous departments and other public sector entities, that could impact directly or indirectly on the activities proposed under TIP.

Overall program coordination of the public sector element of the TIP will be accomplished through an intergovernmental Trade and Investment Oversight Committee (TIOC), and the day-to-day activities of the TIOC will be implemented and administered through a Trade and Investment Management Unit (TIMU) established within the Ministry of Trade and Industry.

In addition to strengthening of public sector entities affecting the trade and investment environment in Ghana, TIP will work directly with the Ministry of Trade and Industry's Trade Policy Unit to build the capacity of the GOG to undertake analyses of policy issues that impact on trade and investment.

### C. Non-Project Assistance Component

The non-project assistance component provides US\$60 million in five tranches to assist the GOG in adopting a number of actions necessary for private sector export growth. Except for a realistic exchange rate, the present enabling environment in Ghana is not particularly export friendly. Policy, regulatory and public service constraints serve to restrain NTE growth. A concerted action program to improve the enabling environment for exporters is necessary if NTE's are to achieve their export potential.

There are two broad sets of policy constraints that limit growth in NTE investment and production: transparency issues which affect the entry of firms into the NTE sector and trade regime policies. The issues of transparency and appropriate legal framework are constraints not only to overall economic growth, but they are also relevant for NTE expansion and growth. In particular, there is the need to address the more general constraints or issues by consolidating, codifying, publicizing and widely circulating commercial codes and business regulations such as the contract act, labor code, exchange control procedures, custom procedures, tax procedures, export inspecting procedures, etc. Moreover, there is a need to revise the Investment Code to simplify procedures and to reduce the elements of uncertainty caused by the need for various clearances and approvals.

In addition to policy constraints that affect domestic and foreign firms entry into the export sector, there are existing trade regime policies that negatively impact on the profitability of export firms. Further, there are administrative procedures that act as deterrents to exporters and are time consuming.

TIP conditionality is designed to address these and other policy-regulatory constraints to private sector export expansion.

#### D. End of Project Status (EOPS)

By the end of the Trade and Investment Program, the project and non-project assistance components working together will have resulted in the following EOPS:

- an increase in the nominal value of NTE's by new and existing firms to \$250 million;
- an increase in the number of firms participating directly or indirectly in NTEs by 1,500 from the 1991 total of 2,822;
- an increase in real per capita income of men and women engaged directly or indirectly in NTEs of 5% per year, compared to a 2% increase in the economy as a whole; and
- at least 60,000 new full-time NTE employment opportunities created for men and women.

#### E. Implementation

TIP will be implemented by an international export development contractor, Amex International, for the TMAP activities; an institutional support contractor; Sigma One, for the public sector activities (both under project and non-project assistance); a grant to the Africa Project Development Facility (APDF) of the International Finance Corporation, to assist firms and entrepreneurs develop viable business proposals; a grant to the Foreign Investment Advisory Service (FIAS) of the Multilateral Investment Guarantee Agency, to assist the GOG develop an investment promotion policy and strategy; and this grant to the International Executive Service Corps (IESC), to provide association development support and industry specific technical assistance as described in the attached scope of work.

#### Article II - Program Description for the Institutional Development Support and Industry-Focused Services - Technical Assistance and Association Strengthening (TAAS) Program Grant

##### A. Introduction

The TIP program is expected to be implemented over a five year period. Project activities which will be the responsibility of the Technical Assistance and Association Strengthening grantee will involve the private sector. Grantee efforts will focus on the following activities:

1. Direct training, technical assistance and related development services to individual firms.
2. Technical assistance, training and related strengthening

activities to selected Ghanaian business associations.

3. Oversight and management of a sub-grant to Aid to Artisans/US to develop artisanal crafts for export.

The grant to establish a Technical Assistance and Association Strengthening (TAAS) program will be for four years. It will focus on the following export product areas: (1) food; (2) value-added wood; (3) textile and garments; and (4) artisanal crafts (giftwares and decorative accessories). However, assistance may be provided in other product areas as the need develops.

#### B. Statement of Tasks

The grantee will provide the following types of assistance:

1. Industry-Focused Technical and Managerial Assistance for Export Readiness: The grantee will provide technical and managerial assistance, training and other related services to assist individual B-level Ghanaian firms to prepare for trade and investment opportunities. The grantee will also provide limited assistance to C-level firms which are not ready to take the steps necessary to prepare for trade and investment opportunities but will benefit from improved business management and technology and which will result in broadening the base of viable private businesses in Ghana.

The technical and managerial assistance to be provided by the grantee include:

- a. Assessing technical assistance needs of individual firms, developing and implementing a plan of assistance with volunteer executive industry experts chosen for their experience in the same business area and who can work on-site for periods of up to ninety days;
- b. Solving technical problems in production systems and methods, including choice of equipment or materials, standardization, quality control, specialized assistance for women owned firms and other considerations;
- c. Developing improved management, financial, production, training systems, research and business practices for efficient production and delivery of goods and services;
- d. Increasing the ability to formulate marketing, advertising and sales strategies and to sell products in domestic and external markets; and
- e. Providing assistance to improve overall environmental practices such as waste management, pollution control and resource conservation.

In summary, the purpose of the technical and managerial assistance will be to improve planning, productivity, product quality, technology, export capacity, profitability and management for individual enterprises and better position these firms to take full advantage of the trade and investment services to be offered as part of the larger TMAP effort.

2. Association Strengthening Assistance: The grantee will provide assistance to help strengthen private sector export-related business associations and organizations. The initial focus of the strengthening efforts will be on the Federation of Associations of Ghanaian Exporters (FAGE), the Association of Ghanaian Industries (AGI), and the Ghana National Chamber of Commerce (GNCC).

Other associations that will be given consideration are: (1) Federation of Ghanaian Jewelers, (2) Ghana Assorted Foodstuffs Exporters, (3) Ghana Furniture Producers Association, (4) Ghana Yam Exporters Association, (5) Horticulturists Association of Ghana, (6) National Association of Kola Nut Dealers, (7) National Marine Fisheries Association, (8) Salt Exporters Association, (9) Scrap Metal Exporters Association, (10) Seafood Production Exporters Association, (11) Vegetable Exporters Association, and (12) Association of Ghana Timber Industries.

The level of development of these organizations vary considerably. Some exist on paper only and have no offices, no operating resources and no institutional capacity to carry out program development or industry advocacy. Others have contributing members and paid staff and are able to offer programs to their members and make their voices heard within the Government. Some associations represent only one or two large firms, while others may group large numbers of small or medium sized firms or smaller associations.

Specific forms of assistance to be provided by the grantee should include:

- a. Assistance in improving training, organizational, managerial and marketing capabilities;
- b. Assistance in developing more sophisticated research, improved resources and services and/or fee generating or funding capabilities;

- c. Assistance in organizing and conducting workshops and seminars to develop basic and specialized skills in groups of client businesses (e.g. technical assistance seminars to control post-harvest loss; seminars covering strategic planning, financial management, marketing and sales techniques, personnel management, accounting, etc.); and
- d. Assistance in assessing the needs and providing services to women owned firms.

In summary, grantee assistance will provide training in program development, membership building, financial control, human resource development, and general management skills.

Another major component of private sector development under TIP will be the establishment and provision of support to the Private Enterprise Foundation (PEF).

A local Ghanaian firm will be contracted directly by USAID to provide assistance for the development of PEF. This will include formation of the organization as well as the establishment of the business center. The grantee's Association Development Manager will liaise with the PEF contractor to stay abreast of all activities in order to assess their relation and potential impact on overall association development.

3. Artisanal Product Development: The grantee will execute a sub-grant to Aid to Artisans (ATA/US) to provide artisanal product development. Aid to Artisans is a U.S. non-governmental organization (NGO) which works with artisans in developing countries to improve their products for exporting. This assistance focuses on areas of product design, training, management and marketing.

a. ATA Project Description

The Artisanal Export Project for Ghana will use a multifaceted, comprehensive approach to generate export sales and export market opportunities for Ghanaian artisans and entrepreneurs.

The project design is based on a phased program of assistance to the Ghanaian PVO, Aid to Artisans/Ghana (ATAG). ATA/US will provide comprehensive, on-site training to ATAG and its artisan constituents through a series of intensive workshops and consultancies focused on: (1) product development and design; (2) technical training of artisans; (3) business management; (4) nonprofit organizational management; (5) marketing; and (6) exports.

A well-equipped administrative headquarters and sales outlet will be established in Accra. This will provide a telecommunications link to ATA/US, plus direct communications capability with export/import companies. The staff will focus on project implementation and sales, as well as institutional self-development.

Through training and close association with ATA/US, ATAG will develop its own staff of product development specialists, marketing experts, artisan trainers, field workers, management-training specialists, and other personnel required to carry out artisan-related development activities.

A field office and training center will be established in Kumasi. This will facilitate accessibility for the participating artisans and an active outreach program which will target the following areas: Volta; Eastern and Ashanti Regions. Each area will be served by a part-time regional field representative; two full-time field coordinators will coordinate activities under the supervision of a field director based in Kumasi.

ATA/US will implement a comprehensive marketing campaign aimed at generating significant export orders, as well as establishing long-term, sustainable relationships between U.S. buyers/importers and Ghanaian entrepreneurs. ATA/US's sophisticated marketing targets the high end of the U.S. wholesale and retail trade industry. ATA/US will facilitate the placement of orders and guide the Ghanaian counterpart, ATAG, in its role as monitor and advisor to artisan producers and entrepreneurs for the successful fulfillment of those orders.

b. Grantee Management and Oversight of ATA Sub-Grant: The grantee will assume the following responsibilities for the ATA/US sub-grant:

- 1) Solicit final USAID/Ghana-approved technical and cost proposals for the project from ATA/US;
- 2) Negotiate and execute a sub-grant to ATA/US;
- 3) Provide managerial oversight of the sub-grant according to the AID grant regulations.
- 4) Provide all reporting, monitoring, evaluation and procedural requirements to ATA/US; and
- 5) Include ATA/US sub-grant reporting data in quarterly and annual technical and financial reports.

4. Criteria for Selection: The grantee will develop criteria for the selection of individual firms and business associations to receive assistance under the TAAS program. Following consultation with the export development contractor, all selections must be approved by USAID.

5. Cost Sharing Arrangements: The grantee will develop criteria for determining client fees. The criteria should specify those factors that will be used to generate the greatest cost-sharing revenue that is in keeping with the client's capacity and USAID/Ghana's development goals.

C. Outputs:

The grantee is responsible for the following outputs during the life of the grant:

- a. Through improved technical, management and marketing capabilities, at least 40 individual firms will have increased their NTE export earnings by 20% per year;
- b. Through improved management, financial, production and training systems, 40 firms will double their production capability by the end of the project;
- c. Through improved equipment sourcing and studies, at least 40 firms will be accessing world-wide market information on specific industries or products. (The ABLE information services project will develop at least 12 product/industry specific studies.);
- d. At least 40 individual firms will have established and implemented an overall environmental monitoring plan;
- e. FAGE will be offering the following services to its members:
  - Marketing information assistance;
  - Policy analysis and advocacy assistance;
  - Association management training; and
  - Technical production assistance.
- f. Through the ATA/US sub-grant, at least 100 artisanal entrepreneurs will have increased their exports by 20% annually.
- g. ATAG will be providing the following services:

- Artisanal training;
  - Product development;
  - Production monitoring;
  - Marketing activities; and
  - Strategic planning and income generation;
- activities.

D. Level of Effort

A total of 108 person months of long-term technical assistance (60 expatriate; 48 local), 120 person months short-term technical assistance (all volunteer U.S. industry experts) and home office and local support staff.

1. Primary Duties and Requirements of Resident Personnel

a. Country Director - Chief of Party

The Country Director is the grantee's representative in-country and, as such, has responsibility for the accomplishment of grant scope of work objectives. This position is expected to be filled by an expatriate. This individual is responsible for overall coordination, liaison with other agencies such as USAID, other TIP grantees and contractors, other donors and ministries, where necessary, management of commodity issues, daily technical support to the project's activities and providing assistance to the support divisions as needed. This position will be hired initially for a two (2) year period. At the end of the two years the contract will be renewed on a one year basis, in accordance with identified needs for TA. Primary qualifications for this position are:

- 1) Excellent ability to manage a multi-component, complex activity;
- 2) In-depth knowledge of A.I.D.'s regulations, processes and procedures;
- 3) Twelve years experience, as an international business consultant providing technical assistance to private sector export firms and exporters in developing countries, preferably in agrobusiness or forest products sub-sectors targeted for assistance.
- 4) Ability to work with and advise on firm-level technical assistance assessment, planning and implementation.
- 5) Excellent oral and written communication skills.

b. Association Development Manager (12 p/ms)

The Association Development Manager has responsibility for coordinating all association strengthening activities of the program. This position is expected to be filled by an expatriate. This individual will assess the capacity and needs of the individual private sector business associations and organizations, develop and implement a plan of assistance. Primary qualifications for the position are:

- 1) Excellent ability to manage and provide technical assistance and training in various aspects of association development.

- 2) Ten years experience as an association executive.
  - 3) Ten years experience as an international business consultant providing technical assistance to private sector business associations in developing countries, preferably agrobusiness or forest products sub-sectors targeted for assistance; and
  - 4) Excellent oral and written communication skills.
- c. Project Development Manager (48 p/ms)

The Project Development Manager will be responsible for developing clients for technical assistance services, planning, organizing and coordinating all projects for individual firms. This individual will also be responsible for monitoring and reporting on clients' progress. This position is expected to be filled by a Ghanaian. Primary qualifications for the position are:

- 1) Excellent ability to coordinate a technical assistance component.
- 2) Five years experience as program coordinator or provider of technical assistance preferably in one of the designated sub-sectors.
- 3) Excellent oral and written communication skills.

## 2. Short-term Personnel/Technical Assistance

In addition to the above personnel, the grantee shall provide individuals with specialized skills in particular areas that may be necessary to successfully complete task assignments made under this grant. The grantee shall identify and provide short-term personnel/technical assistance needs to adequately perform the contract objectives.

## 3. Local Administrative Support

The grantee shall be responsible for providing sufficient local administrative staff to fully perform and implement the required scope of work.

## 4. Selection of Long-Term Staff and Short-Term Advisors

- a. USAID/Ghana and the GOG reserve the right of approval of all staff for the long-term positions. Complete resumes will be submitted to USAID/Ghana and the GOG for review. Interviews will then be scheduled for USAID/Ghana representatives.

- b. USAID/Ghana and the GOG also reserve the right of approval of all short-term technical assistance advisors. The COP will submit complete resumes to USAID/Ghana and the GOG for approval of all short-term advisors.

ASSURANCE OF COMPLIANCE WITH LAWS AND REGULATIONS  
GOVERNING NONDISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS

International Executive  
Service Corps (IESC)

\_\_\_\_\_ (hereinafter called the "Applicant")  
(Name of Applicant)

hereby assures that no person in the United States shall, on the bases set forth below, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under, any program of activity receiving financial assistance from AID, and that with respect to the grant for which application is being made, it will comply with the requirements of:

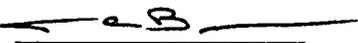
- (1) Title VI of the Civil Right Act of 1964 (Pub. L. 88-352, 42 U.S.C. 2000-d) which prohibits discrimination on the basis of race, color or national origin, in programs and activities receiving Federal financial assistance,
- (2) Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), which prohibits discrimination activities receiving Federal financial assistance.
- (3) The Age Discrimination Act of 1975, as amended (Pub. L. 95-478), which prohibits discrimination based on age in the delivery of services and benefits supported with Federal funds,
- (4) Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et. seq.) which prohibits discrimination on the basis of sex in education programs and activities receiving Federal financial assistance (whether or not the programs or activities are offered or sponsored by an educational institution); and
- (5) AID regulations implementing the above nondiscrimination laws, set forth in chapter II of Title 22 of the Code of Federal Regulations.

If the Applicant is an institution of higher education, the Assurances given herein extend to admission practices and to all other practices relating to the treatment of students or clients of the institution, or relating to the opportunity to participate in the provision of services or other benefits to such individuals, and shall be applicable to the entire institution unless the Applicant establishes to the satisfaction of the AID Administrator that the institution's practices in designated parts or programs of the institutions will in no way affect its practices in the program of the institution for which financial assistance is sought, or the beneficiaries of or participants in such program.

This assurance is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts or other Federal financial assistance extended after the date hereof to the Applicant by the Agency, including installment payments after such date on account of applications for Federal financial assistance which were approved before such date. The Applicant recognizes and agrees that such Federal

financial assistance will be extended in reliance on the representations and agreements made in this Assurance, and that the United States shall have the right to seek judicial enforcement of this Assurance. This Assurance is binding on the Applicant, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this Assurance on behalf of the Applicant.

International Executive Service Corps  
(Applicant)

BY (Signature)  TITLE V.P. Finance & CFO  
TYPED NAME Thomas A. Brown DATE April 14, 1993

BEST AVAILABLE COPY

## CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS

### ALTERNATE I

- A. The grantee certifies that it will provide a drug-free workplace by:
- a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a Controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition:
  - b) Establishing a drug-free awareness program to inform employees about--
    1. The dangers of drug abuse in the workplace;
    2. The grantee's policy of maintaining a drug-free workplace;
    3. Any available drug counseling, rehabilitation, and employee assistance programs; and
    4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
  - c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
  - d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will--
    1. Abide by the terms of the statement; and
    2. Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction;
  - e) Notifying the agency within ten days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction;
  - f) Taking one of the following actions, within 30 days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted--
    1. Taking appropriate personnel action against such an employee, up to and including termination; or
    2. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e) and (f).

B. The grantee shall insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Place of Performance (Street address, city, country, state, zip code)

Ghana, West Africa  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

International Executive Service Corps  
(Applicant)

BY (Signature) 

TITLE V. P. Finance & CFO

TYPED NAME Thomas A. Brown

DATE April 14, 1993

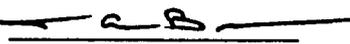
CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENT

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of Member of Congress, in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL "Disclosure Form to Report Lobbying", in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

International Executive Service Corps  
(Applicant)

BY (Signature)  TITLE V. P. Finance & CEO  
TYPED NAME Thomas A. Brown DATE April 14, 1993