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UNITED STATES OF AMERICA  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
REGIONAL DEVELOPMENT OFFICE/CARIBBEAN

P. O. BOX 302  
BRIDGETOWN  
BARBADOS

June 29, 1983

Mr. F.W. Gollop  
Chairman of the Board of Trustees  
Barbados Institute of Management  
and Productivity  
Wildey  
ST. MICHAEL

Subject: Grant No. 538-0087

Dear Mr. Gollop:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to the Barbados Institute of Management and Productivity (hereby referred to as "BIMAP" or "Grantee"), the sum of \$1,448,000 to provide support for a program in private sector regional training as described in the Schedule of this grant and the Attachment 2, entitled "Program Description".

This grant 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 September 30, 1987.

This grant is made to the Barbados Institute of Management and Productivity, on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, the Schedule, Attachment 2, entitled "Program Description", and Attachment 3 entitled "Standard Provisions", which have been agreed to by your organization.

Please sign the original and seven (7) copies of this letter to acknowledge your receipt of the grant, and return the original and six (6) copies to the Regional Development Office of the Caribbean.

CONFORMED COPY

RECORD COPY

*M. D. Bish*

Melan D. Bish  
Ambassador

*T. F. Liercke*

Terrence F. Liercke  
Acting Director

Date: \_\_\_\_\_

Date: \_\_\_\_\_

ACKNOWLEDGED:

Barbados Institute of Management and Productivity

BY: *F. W. Gollop*  
F.W. Gollop

Title: Chairman of the Board of Trustees

Date: \_\_\_\_\_

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

FISCAL DATA:

Appropriation		<u>72-1131021.5</u>
Budget Plan Code	:	<u>LDAA-83-25538-EG13</u>
Project No.	:	<u>538-0087</u>
Total Obligated Amount:		<u>\$1,448,000</u>
Funding Source	:	<u>ED</u>

A. Purpose of Grant

"The purpose of this Grant is to provide support for the private sector component of the Regional Development Training II Project (RDT II), as more specifically described in Attachment 2 to this Grant entitled "Program Description".

B. Period of Grant

1. The effective date of this Grant is June 28, 1983. The expiration date of this Grant is September 30, 1987.

2. Funds obligated hereunder are available for program expenditures for the estimated period June 1983 to September 1985 as shown in the Financial Plan below.

C. Amount of Grant and Payment

1. The total estimated amount of this Grant for the period shown in B.1 above is \$2,150,000.

2. AID hereby obligates the amount of \$1,448,000 for program expenditures during the period set forth in B.2 above and as shown in the Financial Plan below.

3. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3 Standard Provision 9B, entitled "Payment-Reimbursement".

4. Additional funds up to the total amount of the grant shown in C.1 above may be obligated by AID subject to the availability of funds, and to the requirements of the Standard Provision of the Grant, entitled "Revision of Financial Plan".

D. Financial Plan

The following is a summary of the Financial Plan for this Grant. Details of the Plan are included in Attachment 2 to this Grant entitled "Program Description".

1. Funding Information:

<u>Obligated Amount</u>	<u>Estimated Additional</u>	<u>Total Estimated</u>
\$1,448,000	\$702,000	\$2,150,000

2. Summary Financial Plan:

<u>Cost Elements</u>	<u>AID</u>	<u>BIMAP</u>	<u>TOTAL</u>
BIMAP Professional Services	1,234	534	1,768
Technology, Productivity and Management Contracts	470	-	470
BIMAP Staff Training	211	345	556
Travel*	25	-	25
Commodities	150	-	150
Evaluation/Audit	<u>60</u>	<u>-</u>	<u>60</u>
	2,150	879	3,029

\*Initial travel for Project Director to U.S. and participating countries.

Revisions to this Plan shall be made in accordance with the Standard Provisions of this Grant, entitled "Revision of Financial Plans". Any modification which results in a change in AID funding of more than fifteen percent for any one line item, above, will require prior AID approval. BIMAP contributions are in client fee cost recoveries and salary continuance while employees are in training. In no event may the total costs to be financed by A.I.D. under the Grant exceed the obligated amount.

E. Reporting and Evaluation

1. Financial Status Report:

The Grantee will submit to AID on a quarterly basis a Financial Status Report. The Report will be due one week prior to the end of the quarter and will provide specific budget line item detail on the status of project funds and client recovery charges.

2. Technical Report:

In addition to the Financial Status Report, the Grantee will submit to AID on a quarterly basis, a technical report in which project progress is described. The performance report will briefly present the following information for each program, function, or activity involved:

- a) a status summary which provides quantitative information and compares actual accomplishments with the goals established for the period.

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- b) a discussion of project progress, comments on implementation, problems and/or delays, and major activities expected during the next quarter. The future activities discussion should include specific details on scheduled or planned organizational development, management training and international enterprise assistance; contracts; BIMAP staff training; countries and a tentative list of companies to be assisted.

### 3. Evaluation

The Grantee will develop base line data for each of the enterprises assisted with training interventions. In addition, two types of external evaluations will be conducted: a progress evaluation after the first eighteen months and an in depth evaluation at the end of forty-eight months. The progress evaluation will involve a careful review of progress towards the achievement of the objectives of the project. It will focus on the effectiveness and cost benefit of BIMAP's training activities and on improvements in the performance of firms receiving BIMAP interventions. The final evaluation will examine (a) the impact which the project has made on BIMAP's capabilities to deliver training and consulting services and to sustain this role beyond termination of the project and (b) the impact on private sector firms in terms of improved management, increased viability and higher productivity.

### F. Special Provisions

#### 1. Conditions Precedent to First Disbursement

Prior to the first disbursement under the Grant or to the issuance by AID of documentation pursuant to which disbursement will be made, the Grantee will, except as AID may otherwise agree in writing, furnish to AID, in form and substance satisfactory to AID:

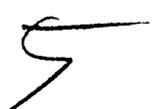
- a) An opinion of counsel acceptable to AID that this Agreement has been duly authorized and/or ratified by and executed on behalf of the Grantee, and that it constitutes a valid and legally binding obligation of the Grantee in accordance with all of its terms.

- b) Evidence that appropriate procedures to account for AID funds and to meet AID reporting requirements, including a system of charging staff time to the project, have been established.

- c) A client fee structure and cost recovery policy that is acceptable to USAID.

#### 2. Conditions Precedent for Training Activities

- a) Prior to disbursement of funds for training activities in any participating country, BIMAP will, unless AID may otherwise agree in writing, furnish to AID a semi-annual implementation plan which projects the levels of effort for BIMAP assistance to the private sector, and BIMAP institution-building activities.



b) Prior to the disbursement of funds for training activities for individual participating countries, BIMAP will furnish to AID:

- 1) agreement with the pertinent government which permits training and consultant services and, in a manner satisfactory to AID, waives taxes and duties on goods and services.
- 2) evidence of the establishment of an Advisory Committee of at least three persons to serve as a liaison with local enterprises and selected parastatal organizations.

3) Condition Precedent to Procurement of Goods and Services

Prior to any procurement of goods and services, BIMAP will, except as AID may otherwise agree in writing, furnish in form and substance satisfactory to AID:

- a) a written statement of the procurement procedures which BIMAP will follow in effecting all procurement under the grant,
- b) a list of items to be purchased and an indication of their intended use and
- c) an explanation as to how the items will be maintained.

4. Condition Precedent to Disbursements for Contracts

Prior to disbursement of funds for technology, productivity, and/or management contracts with U.S. organizations, BIMAP shall furnish to USAID an overall plan for the contracting, implementation and management of the contracts.

5. Source, Origin, and Procurement of Commodities

Except for ocean shipping and except as AID may otherwise agree in writing, goods and services financed by AID shall have their source and origin in the United States AID Code 000, Barbados or as specifically permitted in the Standard Provision 12B to this Grant entitled "Procurement of Goods and Services over \$250,000". Ocean shipping financed under the Grant shall be procured from the United States except as AID may otherwise agree in writing.

6. Special Covenants

a. Project Evaluation:

The Parties shall agree to establish an evaluation program as part of the Project. Except as the Parties otherwise agree in writing, the program will include, during the implementation of the Project and at one or more points thereafter:

- 1) evaluation of progress toward attainment of the objectives of the Project;

- 2) identification and evaluation of problem areas of constraints which may inhibit such attainments;
- 3) assessment of how such information may be used to help overcome such problems; and
- 4) evaluation, to the degree feasible, of the overall development impact of the Project.

b. Client Fee Income

BIMAP will collect client fees whenever possible and any income generated from the fees will be used to defer costs of the project within the life of the project. Status of client fee income will be included in the quarterly financial reports.

G. Overhead Rate

Based on audited BIMAP financial statements a provisional overhead rate of 60% has been negotiated. This provisional rate shall be subject to adjustment and audit in accordance with Standard Provision 8B in Attachment 3.

H. Title to Property

Title to property shall be vested in the Grantee.

PROGRAM DESCRIPTIONProject Goal

The goal of The Regional Development Training II Project (RDT II) is to increase the viability of private enterprises and the performance of public sector services.

II. Project Purpose

The project has three purposes: 1) to upgrade the managerial and technical skills of private sector employees in the CARICOM LDCs and Barbados through short term training; 2) to improve the output and performance capabilities of private enterprises; and 3) to expand the institutional capacity of BIMAP to extend its training and consulting assistance to private enterprises.

III. Project Description

The Barbados Institute of Management and Productivity (BIMAP) will administer the private sector component of the Regional Development Training Project II over a four year period. Countries to be included are : Antigua, Dominica, Grenada, Montserrat, St. Kitts-Nevis, St. Lucia, St. Vincent, Barbados, Cayman Islands, Anguilla, and Belize.

Three major elements in the areas of training and consulting are to be conducted by BIMAP under this project: organizational development, management training and intermediate enterprise assistance. These are described in detail in the following Implementation Plan. In addition to the training and consulting programs, technology, productivity and management contracts, BIMAP institution-building activities, and evaluation/audit are major elements of the project which are explained in the following sections.

Project beneficiaries will be: (a) small and intermediate size business persons, manufacturers, and managers of utility organizations; (b) the employees of private and selected parastatal enterprises, (c) the Barbados Institute of Management and Productivity. Strengthening of BIMAP will multiply benefits to the businesses and manufacturers which constitute its main clients, their employees, and additional employees who are hired as businesses grow.

IV. Project Objectives and End of Project Status1. Private Sector Component

The project goal to increase viability of private enterprises and selected parastatals will be accomplished by upgrading the technical and managerial skills of the employees. Parastatals will participate subject to specific selection criteria and review by the implementing organization and USAID.

a) 48 business enterprises or selected parastatal organizations in from 8 to 11 of the Caribbean states will have received organization development (OD) assistance designed to improve their management and productivity and thereby raise their level of output, profitability, and performance. Increases in outputs will have been measured as they occur.

b) 560 private enterprise and parastatal managers and supervisors who participate in approximately 28 management training courses will have received training in executive development, improved management and supervision, and/or other key areas of management such as marketing or finance through the management training mode (MT).

c) 315 intermediate size enterprises (IEA) in 7 to 10 Caribbean states will have received consulting and training assistance on a group basis, and the impact of this assistance will have been recorded in terms of increased viability, better financial records, and higher productivity.

d) At least two Master's degrees and 3.5 person years of short-term training will have been earned by members of the staff of the Barbados Institute of Management and Productivity.

e) A verifiable increase in the capabilities of the Barbados Institute of Management and Productivity will have been realized. The professional staff of the organization will have increased by approximately six persons and their ability to deliver training and consulting services will have been greatly enhanced due to institutional building including BIMAP staff expansion, training, and experience. The Institute will have developed a keen sense of the productivity and technology problems of Eastern Caribbean enterprises and, just as important, it will have developed appropriate contacts and relationships with U.S. sources for design, technology, and productivity improvement.

f) 17 person years of short-term training will have been completed. These trainees will have been identified by BIMAP and programmed under the umbrella participant training contract.

V. Project Inputs:

The project will fund technical assistance to the Barbados Institute of Management and Productivity (BIMAP) and the professional services of BIMAP to the participating countries. Both long and short term training for BIMAP staff, the hiring of six additional personnel and the purchase of equipment and supplies will be funded as the BIMAP institution-building aspects of the Project. With these and project fund inputs, BIMAP will be able to provide the following training and services:

a) BIMAP Institution Building Inputs

1) Staff Training:

Long-term and short-term training for BIMAP staff will be funded.

2) Additional Staff:

Additional staff will be hired to augment the BIMAP staff for the management training component of the project.

3) Supplies/Equipment

The project will provide funds to purchase teaching materials including management texts, film/video cassettes and management journal subscriptions. In addition, equipment will be purchased to include portable video cassette systems, portable overhead projects/screens, 16mm film projectors, word processing systems, typewriters, mini-computers, software and a photocopier.

4) Travel Costs:

Funds are available for initial travel to all of the countries and for the Project Director to visit the U.S. technology centers.

b) Professional Services provided by BIMAP

- 1) Interventions will be conducted under the Organization Development Assistance (OD) to private enterprises and parastats. BIMAP will conduct OD seminars in each of the island countries to introduce the method and acquaint interested private sector entrepreneurs and top managers.
- 2) Management training courses will be offered to meet specific needs of clients in organizations on each of the islands. Additional BIMAP professional staff will be hired to carry-out this training.
- 3) Intermediate enterprises will be assisted through BIMAP consulting/training services in which specific areas of needs as expressed by the entrepreneurs and employees will be addressed.

c) Contracts with U.S. Organizations

Project funds will be used to contract U.S. organizations for assistance in technology, productivity and management. Linkages will be established with one or more centers to assist BIMAP in the identification and contracting of U.S. organizations.

BIMAP will contribute to the project through client charges, and payment of staff salaries while individuals are in training.

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VI. Cost Estimate and Financial Plan

AID grant funds of \$2.15 million, will assist BIMAP to administer the private sector training component of the Regional Development Training II Project. BIMAP will contribute \$879,000 to the project. Table I projects disbursement of AID grant funds; Table II presents a summary of cost estimates and outputs; Table III details AID host country project inputs and projected expenditures by fiscal year.

TABLE 1

AID DISBURSEMENT OF FUNDS  
(US\$000)

<u>YEAR</u>	<u>BIMAP</u>
1983/4	775
1985	605
1986	470
1987	<u>300</u>
	\$2,150

As AID's diminishing financial input to the project is inversely proportional to the BIMAP contribution, AID will provide 100% of total project costs in Year I, 80% in Year II, and 60% in Year III and 42% in Year IV while BIMAP will contribute 20% in Year II, 40% in Year III, and 58% in Year IV. The BIMAP contribution will be realized through client charges and continuation of salary while staff is in training. Fees will be charged for organizational development and management training. These will be based on the individual firms overall financial status including a review of the balance sheet and ability to pay. A minimum level of 10% of the portfolio will be set aside for start-up firms. These will be assisted on a no cost basis until they are able to pay if their prospects for success are deemed reasonable. The ratio of those that can pay for services and those that cannot, as well as the feasibility to continue to assist those who cannot pay, will be analyzed after the first year of implementation.

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BUDGETARY COST ESTIMATE AND PROJECT OUTPUT

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<u>SOURCE</u> <u>USE</u>	<u>AID</u> <u>F.Y.</u> <u>000's</u>	<u>HOST</u> <u>L.C.</u> <u>000's</u>	<u>TOTAL</u> <u>000's*</u>	
I. Grant to Barbados Institute of Management and Productivity				
A. Professional Services				
1. Organizational Development Assistance	749	463*	1,212	48 Organizational Development Interventions.
2. Management Training	107	71*	178	28 Management Training Courses.
3. Intermediate Enterprise Assistance	378	-	378	315 Intermediate Enterprises Assistance
B. Technology, Productivity, and Management Contracts with U.S. Organizations.	470		470	Assistance as needed by enterprises/applied research.
C. BIMAP Staff Training				
1. Long-Term Training for BIMAP Staff	76	149	225	3.7 Person years of training
2. Short-Term Training for BIMAP Staff	135	196	331	3.5 Person years of training
D. Travel***	25		25	Local and International Travel
E. Commodities	150		150	
F. Evaluation	60		60	10/yr. for annual audits, 30 for evaluations
SUBTOTAL:	2,150	879	3,029	
II. Public/Private Sector Participant Training				
A. Training				
1. Public - long/short-term	1,250	330**	1,580	30 Long-term/15 person years short-term training
2. Private short-term	200	46**	246	5.7 person years short-term training
3. Private Enterprise	800	20	820	17 person years short-term training
B. Contract Costs				
1. Administration of Participants	338	-	338	Management of above at 15%
2. Direct Contract Costs	220		220	
C. Evaluation Costs	42		42	
SUBTOTAL:	<u>2,850</u>	<u>396</u>	<u>3,226</u>	
TOTAL PROJECT COST	5,000	1,275	6,275	

Notes: \* Based on an estimated percentage of person year cost recovery by BIMAP through client charges equal to 25 percent in years 1 & 2 for all clients, and for new clients in years 3 & 4. Existing clients will be charged 40% in year 3 and 60% in year 4.

\*\* Based on salary continuance of public sector training participants, at an estimated \$10,000 annual salary with an eight percent inflation factor.

\*\*\* For initial travel to the U.S. and participating countries.

PROJECT INPUTS & PROJECTED EXPENDITURES BY FISCAL YEAR

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<u>SOURCE USE</u>	<u>Year 1</u>		<u>Year 2</u>		<u>Year 3</u>		<u>Year 4</u>		<u>TOTAL</u>		<u>LINE ITEM TOTAL</u>
	<u>100%</u>		<u>80%</u>		<u>60%</u>		<u>42%</u>				
	<u>AID</u>	<u>BIMAP</u>	<u>AID</u>	<u>BIMAP</u>	<u>AID</u>	<u>BIMAP</u>	<u>AID</u>	<u>BIMAP</u>	<u>AID</u>	<u>BIMAP</u>	
<u>I. BIMAP Component</u>											
<u>A. Professional Services*</u>											
1. Organizational Development Assistance to Private Enterprises & Parastatals	239	-	240	72	197	158	73	233	749	463	1212
2. Management Training Courses	32		30	15	34	17	11	39	107	71	178
3. Intermediate Enterprise Assistance	91		130		107		50		378		378
<u>B. Technology, Productivity, and Management Contracts with U.S. Organizations</u>	99		113		122		136		470		470
<u>C. BIMAP Staff Training</u>											
1. Long-Term Training	53		23	37		57		55	76	149	225
2. Short-Term Training	76		59	27		81		88	135	196	331
<u>D. Travel</u>	25								25		25
<u>E. Commodities</u>	150								150		150
<u>F. Evaluation**</u>	10		10		10		30		60		60
<u>SUBTOTAL</u>	775	-0-	605	151	470	313	300	415	2150	879	3029
<u>II. Public &amp; Private Sector Participant Training</u>											
<u>A. Training</u>											
1. Public Long/Short-Term Training	625	165	625	165					1250	330	1580
2. Private Short-Term Training	100	23	100	23					200	46	246
3. Private Enterprise Participant Training	177	5	192	5	207	5	224	5	800	20	820
<u>B. Contract Costs</u>											
1. Administration	135		138		31		34		338		338
2. Direct Contract Costs	110		110						220		220
<u>C. Evaluation</u>			42						42		42
<u>SUBTOTAL</u>	1147	193	1207	193	238	5	258	5	2850	396	3296
<u>TOTAL ALL EXPENDITURES</u>	1922	193	1812	344	708	318	558	420	5000	1275	6275

\* Includes associated travel and per diem costs.

\*\* Includes annual audit.

VII. Implementation Plan

1. Training and Consulting Programs

There are three major elements to the training and consulting programs to be conducted by BIMAP under this project. Clients eligible to participate in this component are private sector firms, parastatals and multinationals. Firms will pay a percentage for all training costs, while multinationals will pay full costs. Parastatals will be viewed on an exception basis and will require prior review and agreement by BIMAP and USAID. Priority will be given to those parastatals which provide essential services in support of the private, productive sector.

(a) Organization Development Program (OD)

Organization development is a training and consulting mix. BIMAP organization development (OD) interventions are undertaken by contract between BIMAP and the particular firm for a period to be mutually agreed upon.

Each OD intervention involves the following activities:

- + Preliminary diagnosis of the enterprise by a BIMAP specialist. This process will provide the data base from which changes in performance brought about by OD activities can be measured.
- + Determination of objectives and specifications of performance measurements.
- + Identification of performance problems, impeding and impelling forces.
- + Determination of strategies and action programs to achieve improved performance.

Firms selected for organization development assistance may be any type of legitimate private enterprise or parastatal institution providing essential services needed by the private sector, but in general, preference will be given to those that meet the following criteria:

- (i) The organization is locally or regionally owned;
- (ii) The organization is engaged in productive activity, whether the product be goods or services;
- (iii) The organization is one which is important to the economy of the country in terms of employment generation, earning of foreign exchange, development of tourism, provision of utility service such as electric power or water, technological modernization, infrastructure creation, or provision of credit or other essential financial service;

- (iv) The organization employs fifty or more people;
- (v) Top management of the organization is strongly supportive of BIMAP assistance and agrees to participate actively in the work undertaken.

(b) Management Training Courses

As with organization development activities, the design and conduct of management training courses will be driven by the expressed needs of clients in each island and not by abstract concepts of what people ought to be taught. Individuals will be identified from the organization development element and courses will be tailored on a firm by firm basis. Some of the courses will be the executive development type, but a great many will be conducted in specific organizations and be directed to their determined internal needs. Some courses will be for supervisory personnel, others for financial and accounting people. There is a marked need for courses in marketing throughout the Caribbean region, and this problem will be addressed. In other words, a running needs analysis will be a constant concern of the BIMAP professional staff.

(c) Intermediate Enterprise Assistance (IEA)

Under the RDT II project, BIMAP will provide training and consulting assistance to these intermediate enterprises by working with groups of them in the various countries. The intermediate enterprises are normally too small for organization development interventions, and it is for this reason that a group approach is to be used in working with them. Much of the assistance will be directed to helping the enterprises get their finances in order, set up suitable accounting systems, and get a better understanding of the requirements of viability. The great majority of private enterprises throughout the Caribbean states are organizations of from ten to fifty employees. Most cannot afford to pay for much assistance, and training for the entrepreneurs and their employees must be subsidized. Therefore, no fees will be charged initially; however, this will be subject to review after the first year of project implementation.

2. Technology, Productivity, and Management Assistance

In order to provide business enterprises with needed technology, productivity and management assistance, BIMAP will select as brokers one or more U.S. organizations which can identify and contract specialists in accordance with appropriate AID regulations. The specific technology, productivity, or management needs will be identified through organization development interventions or through work with groups of intermediate size businesses.

To facilitate the identification of appropriate contacts in the U.S. the Executive Trustee will visit the various organizations to explore the options. A major advantage to BIMAP will result from the development of a familiarity with the variety of resources available from the United States and

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a knowledge of whom to turn to for what. Upon his return from the visit BIMAP will submit to AID the name(s) of broker(s) to be used in identifying and contracting consultants and/or firms. Obviously, most of the technology and productivity consultancies cannot be scheduled or programmed in advance of beginning work with specific enterprises or organizations. The needs will emerge as the OD and intermediate enterprise assistance programs get underway. Exploration of potential sources of design, technology, and productivity assistance should be undertaken as soon as the project is authorized. To the extent possible, client fees will be charged.

An important element to be funded out of this category will directly relate to the on-going evaluation of effectiveness of BIMAP's organization development, management training, and intermediate enterprise assistance methodologies. An organization will be hired to measure the effectiveness of the methodologies employed, and in particular the cost-effectiveness of the various interventions.

3. Identification of Private Enterprise Participant Trainees.

BIMAP will identify participants for short-term training through its OD and intermediate enterprise assistance programs. For the first two years of the project, the management, administration and processing of these participants will be handled under the contract which includes all participant training activities. Other management arrangements will be made for the final two years.

Participants selected for private enterprise training will meet the following criteria:

- (a) Be employed by an organization assisted by BIMAP;
- (b) A determination has been made by BIMAP and the employer that training is needed by the individual for the more effective performance of the position held or for a position to which the individual is to be promoted;
- (c) An appropriate form of training is available, either in a course, a workshop, an attachment, or planned observation and familiarization experience;
- (d) Employer agrees to continue salary of participant while in training;
- (e) Employer agrees that future compensation of the employee will reflect the value added to job performance by the knowledge of skills acquired through training.

BIMAP will consider for selection individuals recommended to it by other AID-assisted programs, but in each case BIMAP will make the determinations required in (b) through (e) by a brief analysis of organization needs with respect to the training requested and, whenever possible, charge its usual fee for such service which is to be paid by the enterprise involved.

4. BIMAP Institution-building Activities.

a) Staff Training

Both long and short-term training will be provided for BIMAP staff in both the U.S. and Caribbean. At least two long-term trainees will be selected to pursue Masters Programs in business and management while approximately sixteen persons will be selected for short-term training in such areas as consulting practice, productivity improvement, in-plant training, marketing, general management, information sciences, and small-scale enterprises. Some of the short-term trainees may be sent to institutions in the more advanced Caribbean countries such as Jamaica, Trinidad and Tobago, Barbados, or Puerto Rico.

b) Staff Expansion

The following six staff positions will be recruited and hired: Program Director and five Management Counsellors in small business, consulting/research, and external training.

C. Training, Materials and Equipment

Equipment will be needed to increase the institutional capabilities of BIMAP, and specifically for the simultaneous conduct of programs in different countries. The equipment must be mobile, as much of it will be carried from island to island regardless of where it is housed.

5. Implementation Schedule

<u>Events</u>	<u>Date</u>
1. Project Authorized	June, 1983.
2. Initial CP's met for first disbursement	August, 1983
3. Visits to participating countries	August/October, 1983
4. Staff Recruitment	August/October, 1983
5. Purchasing of Equipment	August/October, 1983
6. Staff Contract Finalization	October, 1983
7. CP's met for Training Activities	October, 1983
8. Orientation	November, 1983
9. Visit to U.S. Centers	November 1983
10. Organizational Development	November 1983
11. Intermediate Enterprise Asst.	November 1983
12. Management Training	March 1984

6. Reporting Requirements

Quarterly financial and technical reports will be required. The financial report will include detailed breakdowns of expenditure for each budget line item, as well as a status report on cost recovery from client fees. The narrative, technical report will provide information on project progress; comments on implementation, problems and/or delays; and training activities to be undertaken during the next quarter. The training activities discussion should include specific details on scheduled or planned OD, MT, and IEA; contracts; BIMAP staff training; countries; and enterprises to be assisted.

**Non U.S. Grantees and Non U.S. Subgrantees  
NONPROFIT ORGANIZATIONS—OTHER THAN EDUCATIONAL INSTITUTIONS  
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STANDARD PROVISIONS**

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|---|--|
| <ul style="list-style-type: none"> <li>1. Allowable Costs and Contributions<br/>(Nonprofit Organizations—Other Than Educational Institutions)</li> <li>2. Accounting, Audit and Records</li> <li>3. Refunds</li> <li>4. Revision of Financial Plans</li> <li>5. Termination</li> <li>6. Disputes</li> <li>7. Nondiscrimination in Federally Assisted Programs</li> <li>8A. Negotiated Overhead Rates—Predetermined</li> <li>8B. Negotiated Overhead Rates—Nonprofit Organizations Other Than Educational Institutions</li> <li>9A. Payment—Periodic Advance</li> <li>9B. Payment—Reimbursement</li> <li>10. Travel and Transportation</li> <li>11. Ocean Shipment of Goods</li> <li>12A. Procurement of Goods and Services Under \$250,000</li> <li>12B. Procurement of Goods and Services Over \$250,000</li> <li>13. Local Cost Financing With U.S. Dollars</li> <li>14. Government Furnished Excess Personal Property</li> </ul> | <ul style="list-style-type: none"> <li>15A. Title To and Use of Property (Grantee Title)</li> <li>15B. Title To and Care of Property (U.S. Government Title)</li> <li>15C. Title To and Care of Property (Cooperating Country Title)</li> <li>16. Voluntary Participation</li> <li>17. Prohibition on Abortion-Related Activities</li> <li>18. Voluntary Participation Requirements for Sterilization Programs</li> <li>19. Publications</li> <li>20. Patents</li> <li>21. Regulations Governing Employees Outside the United States</li> <li>22. Subordinate Agreements</li> <li>23. Participant Training</li> <li>24. Health and Accident Coverage for AID Participant Trainees</li> <li>25. U.S. Officials Not to Benefit</li> <li>26. Covenant Against Contingent Fees</li> <li>27. Nonliability</li> <li>28. Amendment</li> <li>29. The Grant</li> <li>30. Notices</li> </ul> |
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—SEE FOOTNOTES ON PAGE 20—

If the institution is not on a predetermined basis, omit 8A; otherwise use both provisions.

Select only 1 payment provision from Group 9.

Select only 1 procurement provision from Group 12.

Select only 1 title provision from Group 15, if title to all property is vested in one entity; however, if title is to be split by categories among two or more entities, select the appropriate provisions from Group 15 and identify the categories and entities in the Schedule of the Grant.

**1. ALLOWABLE COSTS AND CONTRIBUTIONS (NONPROFIT ORGANIZATIONS—OTHER THAN EDUCATIONAL INSTITUTIONS)**

(This provision is applicable to nonprofit organizations other than educational institutions.)

(a) The Grantee shall be reimbursed for costs incurred in carrying out the purposes of this grant which are determined by the Grant Officer to be reasonable, allocable, and allowable in accordance with the terms of (1) this grant, (2) any negotiated advance understanding on particular cost items, and (3) cost principles contained in OMB Circular A-122 en-

titled "Cost Principles for Nonprofit Organizations" in effect on the date of this grant (hereinafter referred to as "applicable cost principles").

(b) If Grantee contributions in the form of cost sharing/matching are required under this grant, the allowability of costs applied to the grant for such contributions shall be determined by the Grant Officer in accordance with the terms of paragraph 1K, "Cost Sharing and Matching," of Handbook 13 in effect on the date of this grant.

(c) The requirements set forth in this provision are only applicable to costs incurred with funds provided by AID under this grant. Except for paragraph (b) above, the requirements set forth in this provision are