



NEW DELHI, INDIA

UNITED STATES AGENCY for INTERNATIONAL DEVELOPMENT

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P D A B R - 755  
6873

June 18, 1986

Mr. Archa O. Knowlton  
Vice President, ASIA  
International Executive Services Corps  
8 Stamford Forum, P.O. Box 10005  
Stamford, Connecticut 06904-2005

Subject: Grant No. 386-0496-C-00-6044

Dear Mr. Knowlton:

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 International Executive Services Corps (hereby referred to as "IESC" or "Grantee"), the sum of \$49,000 to assist and advise Indian private sector enterprises in increasing their productivity, as described in Attachment "A" entitled "Schedule" of this grant and the Attachment "B" entitled "Program Description."

This grant is effective July 1, 1986 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 June 30, 1987.

This grant is made to the IESC on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment A, entitled "Schedule", Attachment B, entitled "Program Description," and Attachment C 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 Grant Officer.

Sincerely yours,



Richard N. Blue  
Grant Officer

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

ACKNOWLEDGED:

International Executive Services Corps

By: \_\_\_\_\_

Title: \_\_\_\_\_

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

FISCAL DATA

Appropriation	: <u>72-1161021.6</u>
Budget Plan Code	: <u>QDDA-86-27386-DG-13</u>
PIO/T No.	: <u>386-0496-3-60051</u>
Project No.	: <u>386-0496</u>
Reservation No.	: <u>P600133</u>
Total Estimated Amount	: <u>\$49,000.00</u>
Total Obligated Amount	: <u>\$24,250.00</u>

SCHEDULE

A. Purpose of Grant

The purpose of this Grant is to assist and advise Indian private sector enterprises in increasing their productivity, as more specifically described in Attachment B to this Grant entitled "Program Description."

B. Period of Grant

1. The effective date of this Grant is July 1, 1986. The expiration date of this Grant is June 30, 1987.

2. Funds obligated hereunder are available for program expenditures for the estimated period July 1, 1986 to September 30, 1986 as shown in the Grant Budget.

C. Amount of Grant and Payment:

1. The total estimated amount of this Grant for the period shown in B.1 above is \$49,000.00

2. AID hereby obligates the amount of \$24,250.00 for program expenditures during the period set forth in B.2. above and as shown in the Grant Budget.

3. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment C Standard Provision Paragraph 14, entitled "Payment - Cost Reimbursement," as amended in Section F of the Schedule.

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 Grant Budget."

D. Grant Budget

The following is the Budget for this Grant, including local cost financing items, if authorized. Revisions to this Budget shall be made in accordance with Standard Provision of this Grant, entitled "Revision of Grant Budget."

Cost Element	Obligated Amount	Estimated Additional	Total Estimated
	Fr:7/1/86 To:9/30/86 <u>U.S. \$</u>	Fr:10/1/86 To:6/30/87 <u>U.S. \$</u>	Fr:7/1/86 To:6/30/87 <u>U.S. \$</u>
1. Subsidy	\$24,250	24,750	49,000
Total	\$24,250	24,750	49,000

IESC's total expenditure budget is estimated at \$262,000. Of this \$83,000 will be provided by the Clients; \$130,000 from AID/W Core Grant and balance of \$49,000 through this Grant at the rate of \$7,000 each for seven Volunteer executives expected to arrive in India.

**E. Reporting and Evaluation**

For each individual IESC project supported by this grant, IESC/India will furnish USAID/New Delhi a progress report on completion of individual projects.

IESC/India will also furnish semi-annual reports to USAID/New Delhi containing the following information on the overall IESC program in India. These reports shall be submitted not later than 30 days after the end of semi annual period ending on June 30 and December 31 each year.

- a) Projects completed to date under the program supported by USAID,
- b) Projects in-hand,
- c) Projects awaiting arrival of volunteer executives, and
- d) Summary list of the clients supported, volunteer executives assigned, and the amount of payment received under the grant to fund each project.

A final report shall be submitted not later than 60 days following completion of the Grant. In addition, the grantee shall furnish to A.I.D. such other reports as requested by A.I.D.

**F. Special Provision**

Paragraph 14- Payment - Cost Reimbursement of the Standard Provisions is amended to the extent shown below:

To cover start up costs, IESC will be paid an initial increment of \$14,000 at the rate of \$2,000 per volunteer upon signing of the Grant. Balance amount of \$35,000 at the rate of \$5,000 per volunteer will be released upon submission of information on the arrival of the volunteers subject, however to (i) the availability of funds as set forth in Section C-4 (ii) limitation as set forth in Section C-2, and (iii) appropriate adjustment of initial increment from the final amount in case the number of volunteers falls below seven.

**G. Address for Communication**

A.I.D.

USAID/India  
New Delhi ID  
Dept. of State  
Washington, DC 20520

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Program Description

1. Background

IESC is a non-profit organization based at Stamford, Connecticut. IESC is run by private sector business people with the objective of transferring management skills and technology to the private sector in the developing countries. To achieve this, IESC utilizes the services of experienced, recently retired businessmen who are recruited in the U.S. to work for two or three months with the requesting business organizations in the host country.

The PRE Bureau provides IESC with grant funds to support central administrative staff at IESC Headquarters and IESC country directors in USAID countries overseas. PRE has asked field missions to establish effective liaison with IESC field personnel and if possible make auxiliary grants to IESC to subsidize the cost of IESC voluntary executive program in their countries.

Since April 1984 when the current IESC program was initiated in India, IESC has brought out eight such volunteer consultants from USA to India. Indian clients who receive the services of a volunteer executive from the U.S. bear all travel, living and incidental expenses of the volunteer executive and his/her spouse. Besides this, IESC incurs additional costs in recruiting volunteers and for maintaining an effective presence in India. IESC has requested USAID grant for \$49,000 to be used to support the volunteer executive program in India.

2. Purpose

The purpose of the grant is to increase productivity in private sector enterprises in India through improvements in management and/or technical operations. The grant will provide short term technical and/or managerial assistance to Indian entrepreneurs. The grant funds will be used to co-finance the participation of IESC volunteer executive program in India during July 1, 1986 to June 30, 1987. The beneficiaries will be the owners and employees of the Indian client companies utilizing the services of the volunteer executives from the U.S.

3. Implementation Plan

In most cases each IESC volunteer executive assigned under this Grant will assist one client. In rare cases where there are more than one specialized skills required, two volunteer executives may be assigned. IESC will fund all costs incurred on each volunteer assigned which are over and above the total of funds received from Indian clients and the Grant.

**The sequence of steps in arranging for each volunteer executive assignment will be as follows:**

**a. Client Identification:** The IESC Country Director (CD) is responsible for identifying clients and client requirements.

**b. Client Requirements:** The CD will visit the client, identify his needs and prepare a proposal using the standard IESC proposal form, detailing the objectives and proposed Grant support

**c. AID Approval:** The CD upon client acceptance, will present to USAID/India, details including dollar amount required, of each assignment proposed for Grant support.

**d. Recruitment of Volunteer Executive:** The CD will despatch the standard IESC project agreement signed by the client and providing other particulars to IESC/Stamford, for approval and recruitment of an appropriate volunteer executive.

**e. Selection of Volunteer Executive:** This is the responsibility of IESC/Stamford; upon selection, the CD will obtain the Indian client's acceptance of the volunteer executive.

**f. Preparation of Assignment:** The CD is responsible for preparing both the client and the volunteer executive for the project prior to arrival of the volunteer in India.

**g. Arrival:** The CD is responsible for meeting the volunteer executive at the airport, installing him in suitable accommodation and arranging initial meetings with the client.

**h. Progress of Project:** The CD will maintain contact with both the volunteer executive and the client throughout the project and will help resolve any questions or problems as they arise.

**i. Report:** The CD will provide a report to USAID/New Delhi on each individual volunteer executive assignment following the completion of each assignment as described in Section E of Attachment A entitled "Schedule."

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