

PD-444-988
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AGENCY FOR INTERNATIONAL DEVELOPMENT
R O C A P



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November 7, 1988

Instituto Centroamericano de
Administracion de Empresas
Sede Costa Rica, Apartado 960
4050 Alajuela
Costa Rica

SUBJECT: Cooperative Agreement No. 596-0143-A-00-9049-00

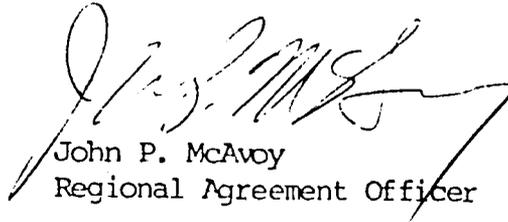
Gentlemen:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter known as AID or ROCAP) hereby provides to the Instituto Centroamericano de Administracion de Empresas (hereinafter known as Recipient or INCAE) the sum of \$813,657 to implement AID's Central American Regional and National Shelter and Urban Development Project as more fully described in Attachment No. 1 entitled Schedule and Attachment No. 2 entitled Program Description. Notwithstanding the amount indicated above, the Recipient acknowledges that the U.S. dollar amount that is presently obligated for this Cooperative Agreement is shown in Paragraph C.2 of Attachment No. 1 hereof. Until such time as the obligation is increased by amendment to this Agreement, the AID obligation is limited to the amount provided for in the Attachment No. 1 paragraph cited above.

This Agreement is effective November 7, 1988 and shall apply to commitments made by the recipient in furtherance of program objectives during the period beginning with the effective date and ending September 30, 1991. Notwithstanding the foregoing, it is agreed that the funds obligated by this agreement are anticipated to be sufficient for program activities through the period indicated in Paragraph C.2 of Attachment No. 1. This Agreement is made to INCAE on the condition that the funds will be administered in accordance with the terms and conditions set forth in Attachment 1 entitled 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 five (5) copies of the letter to acknowledge your receipt of this Agreement and return the original and four (4) copies to the USAID/Guatemala, Attention Regional Contracts Office.

Sincerely,

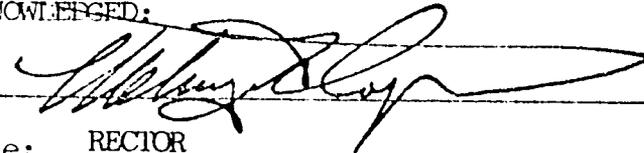


John P. McAvoy
Regional Agreement Officer

ATTACHMENTS:

1. Schedule
2. Program Description
3. Standard Provisions, Non US, Nongovernmental Grantees

ACKNOWLEDGED:

By: 
Title: RECIOR
Date: 16-11-1988

SUBJECT TO CORRECTION OF
TYPOGRAPHICAL ERROR IN
ATTACHMENT 1, EXHIBIT A IN
WHICH COLUMNS ARE SUBTOTALS
AND TOTALS RATHER THAN YEARS.

FISCAL DATA

Appropriation No.:	72-1171021
Budget Plan Code:	LDSA-87-25596-KG13
PIO/T No.:	596-0143-3-70068
Total Estimated Amount:	\$813,657
Total Obligated Amount:	\$200,000

SCHEDULE

A. Purpose of Agreement

The purpose of this Agreement is to provide support to INCAE in order that it may continue to expand its training and technical assistance efforts related to shelter and urban development. The Project is more specifically described in Attachment 2 to this Agreement entitled Project Description, which forms an integral part of this Agreement.

B. Period of Agreement

The effective date of this Agreement is November 7, 1988. The expiration date of this Agreement is September 30, 1991.

C. Amount of Agreement and Payment

1. The total estimated amount of this Agreement for the period shown in B above is \$813,657.
2. AID hereby obligates \$200,000 and it is anticipated that such amount will be sufficient for program expenditures through September 30, 1989. AID anticipates adding additional funds to this Agreement up to the total estimated amount shown in Para. C.1. However, until this Agreement is amended to increase the obligation, AID's total obligation is limited to the amount shown in this Para. C.2.
3. Payment shall be made to the Recipient in accordance with procedures set forth in Attachment 3, Optional Standard Provision No. 1 entitled Payment - Periodic Advance. Requests for advances shall be submitted through the Agreement Officers Technical Representative (AOTR) to the Controller, ROCAP Guatemala.

D. Financial Plan

The Financial Plan for this Agreement is shown as Exhibit A to Attachment No.

1. Revisions to the plan shall be made in accordance with the Standard Provision No. 4 of this Agreement entitled Revision of Grant Budget. The Financial Plan is illustrative in nature and the Recipient may adjust individual cost lines, except personnel and overhead, by a factor not to exceed 15%. Overhead is determined by Para. H. Any adjustment exceeding 15%, or any increase in the total Agreement amount requires the prior written approval of the Agreement Officer.

E. Reports and Evaluation

1. Financial Reports

On a quarterly basis, or as otherwise agreed upon in advance, the Recipient will submit to AOTR/ROCAP requests for advances or reimbursements using form SF 1034, public voucher for purchases and services other than personal. As supporting documentation for voucher form SF 1034, the Recipient shall also submit to AOTR/ROCAP on a quarterly basis, a financial disbursement report showing the status of Project funds in accordance with approved budgets, as well as a detailed accounting of expenditures accrued during the reporting period.

2. Activity Progress Reports

Consolidated reports of project activities and progress are to be submitted on a quarterly and annual basis. The reports should include a description of project activities at the regional level and in each country with a discussion of these activities in relation to the annual work plan. The quarterly report should be submitted to AOTR/ROCAP not later than 15 days after the end of each calendar quarter. The annual reports are to be submitted before the end of February each year.

E. Evaluation

A.I.D. (the AOTR), CABEI and the Recipient (INCAE) will conduct formal semiannual budget and program reviews to discuss past and projected expenditures as well as executed and planned programs. The AOTR should receive, one week prior to these reviews, all relevant documents from INCAE which will be the basis for these discussions. One week after the meeting, the AOTR will provide a written summary to INCAE of the decisions made and conclusions reached.

For this purpose, the Recipient shall submit to A.I.D. on a quarterly basis in conjunction with the financial reports, a performance report that briefly presents: a comparison of actual accomplishments with goals established for the period; reasons why established goals were not met; recommendations for improving training and technical assistance for the next quarter/semester, and any other pertinent information.

F. Special Provisions

1. The Agreement Officer's Technical Representative (AOTR) for the performance of this Cooperative Agreement is the Director of ROCAP or his/her designee. The AOTR shall be named in writing and the Recipient will be notified in writing should the AOTR change. The AOTR shall have the following duties:

4'

- a. Certification of work performed on all vouchers submitted;
- b. Necessary clarifications of, or minor, non-cost-related adjustments to, the program descriptions in Attachment 2;
- c. Approval of all reports, plans, time tables or other such technical submissions required under the Program Description;
- d. Approval of all short and long term personnel charged to this Agreement.
- e. The Recipient must receive prior written authorization for short term technical assistance personnel, and their international travel from the Agreement Officer's Technical Representative (AOTR). Recipient may submit to the AOTR an estimated schedule on a quarterly basis. Any subsequent adjustments to the timing of this technical assistance, or minor adjustments to the length of any particular assignment, shall require the approval of the AOTR.
- f. Establishment of the specific policy agenda to be pursued in each country;
- g. Collaboration in the development of the Project Implementation Strategy and Annual Implementation Plans; overall supervision, monitoring and evaluation of implementation; and
- h. Approval of the Recipient's proposals for specific training activities which may differ from the Implementation plan.

2. Project Implementation

- a. Within 60 days from date of Agreement the Recipient will, except as the AOTR/ROCAP may otherwise agree in writing, furnish to the AOTR, a statement of the three year implementation strategy and a detailed implementation plan for the first year.
- b. The Project will be carried out based on annual implementation plans provided by INCAE and discussed by the AOTR. Each annual implementation plan will include a schedule of proposed activities for the plan year, proposed timing of training seminars and technical assistance, a preliminary list of subcontracts INCAE proposes to sign and a detailed breakdown of estimated costs, the AOTR/ROCAP will review and approve the annual plan within 30 days after formal submission by INCAE, or if appropriate, to indicate the modifications required for plan approval. Copies of the plan, as approved by the AOTR/ROCAP will also be sent to CAREI, each bilateral A.I.D. Mission in Central America, and the RHJDO/SA in Ecuador.

5'

3. Covenants

The Recipient agrees that the Project will be implemented in accordance with the terms and conditions of this Agreement including the requirements set forth in the Project Description in Attachment 2 and in the following special Covenants:

a. Personnel

The Recipient will take all necessary actions, including the hiring of additional personnel (full or part-time), with the requisite training, to ensure that the Project is carried out at the highest standards of excellence and in a timely manner.

b. Financial Management

The Recipient covenants that:

1. An overhead cost system that is consistent with OMB Circular A-21 has been implemented.
2. Separate accounting records will be maintained for this project, in order to ensure observance of agreement terms, accountability, and control over project funds.
3. Transactions from local currencies to US dollars will be based on applying the monthly average free market rate of exchange published by the Central Banks of the respective countries.
4. Interest earned on the Project contract shall be reported on a quarterly basis. Such interest earnings will be deducted from the subsequent request for expense reimbursements.

c. Communications

The Recipient will:

1. Maintain communication and provide ROCAP progress reports and evaluations, where appropriate, to the affected bilateral A.I.D. Missions in Central America, the RHUDO/CA in Honduras and the RHUDO/SA in Ecuador with regard to: (1) in-country training to be sponsored in each country; (2) upcoming regional seminars.
2. Develop and provide a summary of the conclusions of individual training events to the participants, the RHUDO/CA, ROCAP and CABEI.
3. Develop and provide each year an annotated bibliography of course materials and references to all course participants, the RHUDO/CA, ROCAP, CABEI and the RHUDO/SA.

4. Prepare and maintain consolidated list of training course participants by country (and institution if appropriate) providing the same to RHUDO/CA, ROCAP and CABEI annually

G. Authorized Geographic Code

The Authorized Geographic Code for procurement of goods and services shall be in accordance with the Optional Standard Provision No. 5.

H. Establishment of Overhead Rate

1. Pursuant to the Standard Provision No. 16 of this Agreement entitled Negotiated Overhead Rates - Provisional, a rate shall be established for each of the Recipient's accounting periods during the term of this Agreement. Pending establishment of final overhead rates for the initial period, provisional payments on account of allowable indirect costs shall be made on the basis of the following provisional rate applied to the base which is set forth below.

<u>Type of Rate</u>	<u>Rate(s)</u>	<u>Base</u>	<u>Period</u>
Overhead	20.63%	Direct Costs	Effective date of Agreement until amended

I. Substantial AID Involvement

The following involvement by A.I.D. is anticipated during the performance of activities financed by this Agreement:

The AOTR/ROCAP will be responsible for:

1. Collaboration in the development of the three year Project Implementation Strategy and the Annual Implementation Plans, and in the planning, implementation and follow up of each discrete seminar and course or other event included therein.
2. Written approval of the Recipient's proposals for specific training activities which may substantially deviate from the Implementation Plans.
3. Modification of Implementation Plans in accordance with changes in Mission priorities and opportunities presented in development of A.I.D. - financed CABEI Shelter and Urban Development Program.

The Regional Contracting Officer shall approve:

1. Procurement of professional services, which are required to provide complementary support for training, planning and implementation activities carried out by the Recipient.

2. Any proposed budget modifications.
- 3) Salaries or compensation of short and long-term Specialists require prior written approval by the Regional Agreement Officer.

_____ End of Schedule _____

INCAE COOPERATIVE AGREEMENT
CENTRAL AMERICAN SHELTER AND URBAN DEVELOPMENT PROJECT
(PROJECT No. 596-0143)

GENERAL BUDGET

I. DIRECT COSTS	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>
1. Fixed Costs			190,222
1.1. Project Direction			
Liaison & Planning		124,650	
1.2. Administration & Coordination		65,572	
2. Variable Costs			484,285
2.1. Research		153,314	
2.1.1. Mod. Research	29,368		
2.1.2. H.F. Research	123,946		
2.2. Training Events		330,971	
2.2.1. Mod. Training	251,913		
2.2.2. H.F. Training	66,556		
2.2.3. Regional W. Shops	12,502		
TOTAL DIRECT COSTS (1+2)			674,507
II. INDIRECT COSTS (20.63% Provsnl.)			139,150
GRAND TOTAL			813,657
Direct & Indirect Cost (I+II)			

PROJECT DESCRIPTIONA. BACKGROUND

The recommendations of the National Bipartisan Commission of Central America stipulated that shelter and urban development activities should be expanded in Central America to achieve the social and economic development objectives enunciated by the Commission. The Commission further recognized that expanding urban and shelter programs and accelerating implementation could not be achieved without a concomitant focus on training and technical assistance for host country officials.

In response, the LAC Bureau has approved an \$89.0 million, Central American Shelter and Urban Development Project (596-0143). This Project, to be implemented through the Central American Bank for Economic Integration (CABEI), seeks to rapidly respond to four urgent regional needs: shelter and infrastructure needs of low income families, capital shortages, inefficient policies and management within public and private housing and infrastructure agencies, and the need to revitalize CABEI's Housing Fund.

The Project will be targeted in four countries: Guatemala, Honduras, El Salvador and Costa Rica. It includes not only a large injection of capital assistance, but a \$4.0 million ROCAP grant to implement a regional shelter and urban development training and technical assistance program designed to address those policy and implementation issues identified as most important for the ongoing bilateral programs, as well as the new CABEI regional project.

The training and technical assistance program will provide participating national institutions with the skills, knowledge, systems and procedures necessary to meet project implementation requirements, while ensuring the progressive mobilization and development of the technical, management and policy base which will be needed to institutionalize project related improvements.

The specific characteristics of the two basic components of the Technical Assistance and Training Program and the respective institutional responsibilities are briefly described below.

1. Training

The overall training component consists of three sub-components as follows:

- A Regional and National Training Project to be financed through an A.I.D. Cooperative Agreement with INCAE (the Recipient);
- On-the-job Training, primarily for personnel currently in charge of specific municipal services, who will be sent to work with either a U.S. or a Latin American municipality which is currently grappling with similar problems, or has developed a creative and practical solution to a particularly relevant problem.

U.S. Training, to develop specific individual skills which are in short supply in the region and which cannot be provided regionally in a timely manner.

INCAE (the Recipient) will be responsible for the planning and implementation of the Regional and National Training Project in close collaboration and under the overall supervision of A.I.D. through the AOTR/ROCAP and/or his/her designate who will be directly responsible for the planning and implementation of on-the-job training and U.S. training.

2. Technical Assistance

Technical assistance will be directly managed by the AOTR/ROCAP and/or his/her designate and will take two forms: short term experts and long term resident advisors. At the project level, technical assistance will be designed principally to expedite project implementation and production. At the policy level, technical assistance will be designed to bolster AID's/policy dialogue with respect to Shelter and Urban Development.

The three long term resident advisors attached to RIUDO will include an Urban Development Advisor, a Housing Finance Advisor, and a Training Coordinator. On behalf of AOTR/ROCAP, these Advisors will be responsible for providing substantial support to the Recipient in planning and implementing the Regional and National Training Project and in the development of the Recipient's institutional capacity to provide shelter and urban development training over the longer term. They will also be responsible for the development and coordination of complementary technical assistance and training initiatives to reinforce A.I.D.'s regional and bilateral policy and program agenda.

The following sections describe The Regional and National Training Project in greater detail.

B. OBJECTIVES

The goal of the Regional and National Shelter and Urban Development Training Project is to increase the technical and management capacity and numbers of trained shelter and urban development professionals in Central America. The specific objectives are:

1. To strengthen the capacity of key national institutions in Guatemala, El Salvador, Honduras and Costa Rica to design and manage shelter and urban development policies and programs.
2. To assist CABEI to formulate policies and strategies which strengthen its future capacity and viability as a key regional lender for shelter and urban development.

3. To strengthen and develop the capabilities and capacities of INCAE (the Recipient) to provide training support to Central American countries in the management of shelter and urban development.

C. IMPLEMENTATION STRATEGY

The project will be organized in two main technical components. The first will deal with developing organization and management skills at the national levels, primarily through strategic development and the development of training capacity. The second component will deal with research on critical aspects affecting housing finance systems which will contribute to the dialogues for policy formulation. The research in housing finance systems will take place concurrently with managerial skills development. These two complementary components will strengthen the capacity of national institutions to mobilize and utilize financial resources to provide a coordinated response to meet urban needs.

1. Approach to Training

INCAE will utilize a three-fold approach to training in order to address the key project issues, as follows:

i. Management and Organizational Development (MOD) Skills

To analyze key national organizations involved in urban development and to implement participatory research and training processes at local and community levels, in order to engender a continuing process and capacity for addressing and resolving key problems.

ii. Housing Finance Management

To research key national issues affecting the financial sector. This research will be the basis for training seminars specific to each country. It will serve as an initial input to dialogues on policy and strategy formulation.

iii. Policy and Strategy Dialogues

Will focus on past experience and research findings in both the urban management and housing finance areas to analyze the implications of alternative policies and strategies. These dialogues will consist of national level fora that seek to deepen awareness and promote attitudinal change with respect to the urban development process. They will encourage the exchange of views between different groups and levels participating in the process: national and local; private and public; formal and informal; and community and public agencies.

2 Basic Principles

The following basic principles will guide project implementation under

the proposed three-fold approach to training.

i. National Foci

In implementing the project, INCAE will emphasize the development of national country programs. Country priorities and the sequence of research and training events in each country will be jointly defined by the AOTR/ROCAP and INCAE. Regional events will be limited and primarily focussed on improving CABEI's capacity and viability as a key regional lender for shelter and urban development.

ii. Annual Country Plans

Yearly plans will be formulated by INCAE on a country-by-country basis using the proposed three-fold approach. However, there may be some overlap between countries with respect to follow-up and assessment activities.

iii. Participatory Processes

INCAE will emphasize participatory processes in carrying out all aspects of training project planning and implementation including, as appropriate, the integrated involvement of:

- The participants from key national institutions as project counterparts and their training in practical research and training materials preparation.
- Organizations engaged in housing, local governments and/or infrastructure programs, for research and training purposes as well as for their local institutional development.
- In-country support by the graduates of INCAE's Masters' and Panamerican Foundation Programs for research and follow-up activities.

D. SCOPE OF WORK

Over the three year project period the following tasks should be completed by the Recipient:

1. Formulate a three year implementation strategy and prepare annual implementation plans for training project activities. As part of this task the Recipient, in close collaboration with the AOTR/ROCAP and/or his/her designate and CABEI, will:
 - a. Identify and prioritize the critical problems to be targeted by the project in the following areas: a) shelter and urban development policies/strategies; b) urban/local management and finance capacity; and c) national housing finance.

13

- b. Define the target groups for training, including key public and private institutions and key leaders and policy makers at the regional and national levels.
- c. Assess the capacity and capabilities of targeted institutions and leadership to address the critical problems, and identify the priority needs for training.
- d. Formulate a three year training implementation strategy which identifies: a) the critical problems to be addressed; b) the priority target groups for training; c) the phasing proposed for investigation and training interventions at the regional and national levels; and , d) the overall financial plan proposed for the project period.
- e. Prepare annual implementation plans which include a schedule of proposed activities, the identification of related technical assistance requirements, the proposed timing of training events, the projected level of effort of INCAE project personnel, and a preliminary list of any required subcontracts proposed, together with a detailed breakdown of estimated costs.

2. Prepare, Implement and Evaluate Annual Training Events.

Training events financed by this Agreement will be focused on the following types of key issues:

Urban Management and Finance Capacity, related to improvements in: a) the financial, administrative and management capacities of local governments; b) national and local government policy, strategy and program development which strengthens municipal autonomy, local revenue generation and local investment planning and implementation; c) the knowledge and capacities of national urban infrastructure authorities.

National Housing Finance, related to improvements in: a) domestic savings mobilization; b) linkages between regulated and non-regulated finance sectors; c) monetary correction and indexation schemes; and, d) institutional frameworks for sector finance activities.

For each planned event the Recipient, in coordination with the AOTR/RCCAP, and/or his/her designate will:

- a. Carry out the investigation and analysis required to provide the substantive basis for training, including, as appropriate, a review of the results of related technical assistance studies and analyses sponsored by AID and other donor agencies.

- b. Identify the objectives of each training event, the proposed participant target groups, and the types of training/instructional methodologies to be utilized.
- c. Prepare the exercises, cases and other materials required for training.
- d. Select appropriate candidates for training with particular emphasis on: a) key national leaders and policy makers; and, b) upper and middle-level managers in both the public and private sectors.
- e. Implement training in a manner which emphasizes participatory processes and which provides for the structured opportunity to: a) evaluate the event by the participants; and, b) identify areas for related follow-up training and technical assistance.

Establish an institutional capacity within the Recipient's organization to provide a sustained training program to the Central American countries in the planning and implementation of shelter and urban development policies and programs. As part of this task the Recipient will:

- a. Identify the academic faculties who will have the primary responsibilities for the organization and management of shelter and urban development training under this project.
- b. Assign or hire the necessary personnel (full or part time) with requisite training and experience, to ensure that the project is carried out at the highest standards of excellence and in a timely manner.
- c. Identify the opportunities for incorporating the training materials and products which result from this project (case studies, exercises, analyses, etc.) within the Recipient's ongoing academic programs and short courses and develop a plan and process for systematically accomplishing the same.
- d. Develop a plan and budget for providing shelter and urban development training in the Central American Region on a sustained and permanent basis, and identify the potential sources of financing available for this purpose.
- e. Identify the organization and management requirements and establish permanent faculty responsibilities for shelter and urban development training within the Recipient institution after completion of this Agreement.

E. ORGANIZATION AND MANAGEMENT

The project will be directed and managed from INCAE's Alajuela campus and will be organized as follows:

15

1. Technical Organization and Management

i. Basic Responsibilities

Three established INCAE programs will participate in the two major project components. The overall distribution of technical responsibilities and the key personnel to be assigned is briefly summarized below:

- The local development program will be responsible for the planning and implementation of the Management and Organizational Development Skills component. The Public Management Program will also participate in this component.
- The Banking and Finance program will be responsible for the Housing Finance and Policy Dialogue Component.

A project coordinator will be appointed for each component. The Housing Finance and Policy Dialogue Component will be coordinated by the Banking and Finance Program Director. The Management and Organizational Development Skills component will be coordinated by the Local Development Program Director.

ii. Management and Organizational Skills Component Staffing

The Management and Organizational Development Skills Coordinator will be responsible for all activities related to component planning, management and project implementation. His/her major responsibilities will be the building of relations with key national counterpart institutions, workshop supervision, facilitation and research. He/she will also coordinate with RHUDO/CA project activities. Two thirds of his/her time (four Academic Units equal to 120 days) will be devoted to the project. He/she will be based in the country where component activities are taking place in each year.

The Public Management Director will participate actively in this component. He/she will be responsible for coordinating Public Management Staff support for the project and integrating resultant outputs (case studies, etc.) into his/her program. He/she will also give conceptual guidance, academic direction and planning assistance to the project. One sixth of his/her time (one Academic Unit) will be devoted to this effort.

The allocation and priority foci of the key staff resources will be identified in the country plans to be developed each year.

iii. Housing Finance Component Staffing

The Housing Finance and Policy Dialogue Coordinator will be based in Costa Rica and will be responsible for planning, management and implementation of all activities of the component. He/she will also be

the senior researcher for the component. One third of his/her time (two Academic Units) will be devoted to these tasks.

A full-time Masters' Degree graduate will be hired as researcher for the housing finance component. The allocation and priority foci of these key staff resources will be identified in the country plans to be developed each year.

iv. INCAE and AOTR/ROCAP Coordination

Coordination between INCAE and AOTR/ROCAP for all technical, academic and planning aspects of the project will be conducted by the AOTR/ROCAP and/or his/her designate and the INCAE component coordinators.

The INCAE Component coordinators will also be responsible for understanding all applicable AID administrative and financial policies and regulations governing the Cooperative Agreement, and will guide the Administrative Project Manager to ensure that they are followed.

2. Administrative Organization and Management

i. Administrative Project Manager

INCAE will appoint a full time Administrative Project Manager. The person assigned to this position will have previous experience in similar activities and should have knowledge of AID's policies and procedures. The project manager will work under the component coordinators and will coordinate with INCAE's Finance Department to ensure that all project expenditures are in conformity with AID regulations governing the Cooperative Agreement.

The Project Manager will be responsible for:

- Preparing quarterly progress reports, quarterly financial reports, and annual and final project reports.
- Scheduling and preparing progress reviews.
- Evaluating and summarizing the conclusions of training events and preparing related reports.
- Developing and distributing an annotated bibliography of course materials.
- Preparing and maintaining participant directories on a yearly basis.
- Coordinating the administrative and financial management of the Project with RIUDO/CA, RCCAP, the AID/RCO and RCCAP Controller.

ii. Administrative Support and Coordination

A half-time secretary will be employed to give support to the Project

Coordinators and the Administrative Project Manager.

In-country logistic and administrative support will be provided by INCAE's national offices in each country.

F. EXPECTED OUTPUTS

The Recipient will be responsible for accomplishing the following project outputs:

1. Institutional Assessments and Training Plans

Over the Project period approximately 4 institutional assessments of training needs will be carried out and 4 country training plans will be developed.

2. Training Events and Participants Trained

Over the Project period, training materials will be developed and approximately 39 training events will be held to provide an estimated 100 days of training for about 1,200 persons. Training events will include seminars, workshops, and round table discussions.

Estimated Outputs

<u>Events</u>	YR 1	YR 2	YR 3	<u>TOTALS</u>
National	15	12	9	36
Regional	<u>1</u>	<u>1</u>	<u>1</u>	3
Total Events	16	13	10	39

3. Case Study Development and Research

An estimated 15 case studies are expected to be developed through this project, of which an estimated 40% will be utilized within the Recipient institution's academic training programs and short courses.

Six research studies will be conducted during the period of this Agreement.

4. Program Development

During the implementation of the Project, the Recipient will prepare and present to A.I.D. a plan for the institutionalization of the shelter and urban development training program within the institution's regional academic program. The plan will include:

1. The identification of permanent roles and responsibilities of the institution's academic faculties related, at a minimum, to the areas of national shelter and urban development policy/strategy formulation, urban/local development and housing finance.

15

2. The identification of permanent faculty members to be involved in the program and the identification of annual budget resources to be allocated to support the staffing proposed, and,
3. The preparation of an institutional strategy and plan for annual shelter and urban development training at levels which can be sustained within the expected levels of financial resources which can be mobilized and allocated from internal and external sources.

G. REPORTS AND EVALUATION

1. Financial Reports

On a quarterly basis or as otherwise agreed in writing in advance, the Recipient will submit to AOTR/RCCAP requests for advances or reimbursements using form SF 1034, public voucher for purchases and services other than personal. As supporting documentation for voucher form SF 1034, the Recipient shall also submit to AOTR/RCCAP on a quarterly basis, a financial disbursement report showing the status of Project funds in accordance with approved budgets, as well as a detailed accounting of expenditures accrued during the reporting period.

2. Activity Progress Reports

Consolidated reports of project activities and progress are to be submitted on a quarterly and annual basis. The reports should include a description of project activities at the regional level and in each country with a discussion of these activities in relation to the annual work plan. The quarterly report should be submitted to AOTR/RCCAP not later than 15 days after the end of each calendar quarter. The annual report is to be submitted before the end of February each year.

3. Evaluation

AOTR/RCCAP and the Recipient will conduct formal semiannual budget and program reviews to discuss past and projected expenditures as well as executed and planned programs. The AOTR/RCCAP should receive, one week prior to these reviews, all relevant documents from the Recipient, which will be the basis for these discussions. One week after the meeting, AOTR/RCCAP will provide a written summary to the Recipient of the decisions made and conclusions reached.

4. Communications

The Recipient will:

- a. Maintain communication and provide plans, progress reports and evaluations, where appropriate, to RCCAP, RIJUDO/CA, the effected bilateral A.I.D. Missions in Central America and the RIJUDO/SA in Ecuador with regard to: (1) in-country training to be sponsored in each country, (2) upcoming regional seminars.
- b. Develop and provide a summary of the conclusions of individual training events to the participants, the RIJUDO/CA, RCCAP and CABEI.

- c. Develop and provide each year an annotated bibliography of course materials and references to all course participants, the RIUDO/CA, RCCAP, CABEI and the RHUCO/SA.
- d. Prepare and maintain a consolidated list of training course participants by country (and institution if appropriate), providing the same to RIUDO/CA, RCCAP and CABEI annually.

H. RELATIONSHIPS AND RESPONSIBILITIES

1. A.I.D.

Substantial involvement by A.I.D. will be required during the performance of this Central America Regional and National Training Project as follows:

a. Policy Dialogue, Coordination and Development

The AOTR/RCCAP and/or his/her designate will establish the specific policy agenda to be pursued in each country with the Missions and RCCAP. The AOTR and Missions will establish the parameters of the policy dialogue to be initiated with implementing agencies in each country.

These efforts will provide the policy basis for the development of this training project. The AOTR/RCCAP will be responsible for communicating these policy objectives to the Recipient and for ensuring that the training project is designed and implemented in a manner which maximizes the effectiveness of training in support of A.I.D.'s proposed policy changes.

b. Project Implementation, Strategy Formulation and Annual Planning

The AOTR/RCCAP will be responsible for:

- 1) Collaboration in the development of the three year Project Implementation Strategy and the Annual Implementation Plans, and the planning, implementation and follow-up of each discrete seminar and course or other event included therein.
- 2) Approval of the Recipient's proposals for specific training activities which may deviate from the Implementation Plan.
- 3) Modification of Implementation Plans in accordance with changes in Mission priorities and opportunities presented in development of the A.I.D.-financed CABEI Shelter and Urban Development Program.

The Regional Contracting Officer shall approve:

- 1) Procurement of professional services, which are required to provide complementary support for training, planning and implementation activities carried out by the Recipient.
 - 2) Any proposed budget modifications.
- c) Implementation

The AOIR/ROCAP will be responsible for reviewing/approving the Recipient's Annual Training Plans, and will be responsible directly, or through an authorized designate, for overall development and supervision of the Recipient's efforts and coordination of the training events with the policy agendas for each of the four participant countries.

The AOIR/ROCAP or authorized designate will also: 1) monitor and participate in substantive seminar/course development, ensuring that substantive content reflects overall policies and strategic objectives; 2) identify (with the Recipient) specific participants from each country; 3) evaluate the implementation of training events; and, 4) identify related needs for technical assistance or on-the-job and U.S. training.

2. The Recipient

The Recipient will be responsible for planning and implementing the Regional and National Training Project, including its administrative financial and technical management.

In implementing the project the Recipient will:

- a) prepare and implementation strategy for Project training activities;
- b) prepare annual plans and budgets;
- c) modify annual plans/budgets (with/AOIR/ROCAP written approval)
- d) carry out research and investigation and prepare training plans and materials for each scheduled training event;
- e) hire consultants required to provide complementary support;
- f) select and invite participants (with AOIR/ROCAP and/or his/her designee);
- g) provide logistics support, travel and per diem for training participants;
- h) evaluate training events and the overall progress of project implementation activities;
- i) submit requests for reimbursement of services rendered.

As an integral part of its work program the Recipient, in conjunction with the AOIR/ROCAP, will assist in the identification of those priority areas in which subsequent training and technical assistance will be required, both short and medium term.

The Recipient's quarterly finance and performance reports will provide the basis for the semiannual planning and coordination workshops and for annual planning meetings and the continuous regular coordination with the AOTR/ROCAP, its advisors and CABEI during annual program implementation.

CABEI

CABEI will be both a target of project training and technical assistance, and a participant in the identification of priority needs to be met in each country. The AOTR/ROCAP and the Recipient will closely coordinate their activities with CABEI management in order to ensure the incorporation of their inputs in planning and implementing the training project.

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