

United States Agency for
International Development (AID)
Quito, Ecuador



~~X-16-0272~~
PD-ARF-666
Agencia de los Estados Unidos para
el Desarrollo Internacional (AID)
Quito, Ecuador

9/18/90

August 31, 1990

Mr. William S. Reese
President
National Association of the
Partners of the Americas, Inc.
1424 K. Street, NW
Washington, D. C. 20005

**DUPLICATE
ORIGINAL**

Subject: Grant 527-0272-A-00-0318-00

Dear Mr. Reese:

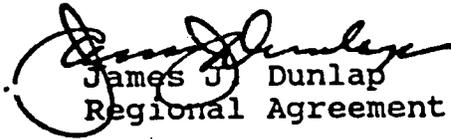
Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to the National Association of the Partners of the Americas, Inc. (hereby referred to as "NAPA" or "Recipient"), the sum of \$671,000 to support NAPA's activities towards a program to improve private sector management in Peru, as described in the Schedule of this Cooperative Agreement and the Attachment 2, entitled "Program Description."

This Cooperative Agreement is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Recipient in furtherance of program objectives during the period beginning with the effective date and ending approximately on March 16, 1991.

This Cooperative Agreement is made to NAPA on condition that the funds will be administered in accordance with the terms and conditions as 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 each copy of this letter to acknowledge your receipt of the Cooperative Agreement. Return the original and all but one copy to me in the Regional Contracting Office, Quito, Ecuador.

Sincerely yours,


James J. Dunlap
Regional Agreement Officer

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

ACKNOWLEDGED:

NATIONAL ASSOCIATION OF THE
PARTNERS OF THE AMERICAS

BY: Winifred B. Hill
Signature

NAME: WINIFRED B. HILL

Title: DIRECTOR OF ADMINISTRATION & FINANCES

Date: September 24, 1990

FISCAL DATA

PIO/T No:	527-0272-3-00083
Project No:	527-0272
Appropriation:	72-1101021
Budget Plan Code:	LDEA-90-25527-KG13
Obligated Amount	\$671,000
Reservation Control No.	R000295
Total Estimated Cost:	\$2,163,360

Funding Source: A.I.D./W _____

USAID X

SCHEDULE

A. Purpose of Cooperative Agreement

The purpose of this Cooperative Agreement is to support NAPA's activities towards a program to improve private sector management in Peru, as more specifically described in Attachment 2 to this Agreement entitled "Program Description."

B. Period of Cooperative Agreement

1. The effective date of this Cooperative Agreement is the signature date on the cover letter. The expiration date of this Cooperative Agreement is September 15, 1992.

2. Funds obligated hereunder are available for program expenditures for the estimated period as of the cover letter to approximately March 16, 1991 as shown in the Cooperative Agreement budget below.

C. Amount of Agreement and Payment

1. The total estimated amount of this Cooperative Agreement for the period shown in B.1 above is \$2,163,360.

2. A.I.D. hereby obligates the amount of \$671,000 for program expenditures during the period set forth in B.2. above and as shown in the Cooperative Agreement budget below.

3. Payment shall be made to the Recipient in accordance with procedures set forth in Attachment 3 Standard Provision One, entitled "Payment - Letter of Credit."

4. Additional funds up to the total amount of the Cooperative Agreement shown in C.1 above may be obligated by A.I.D. subject to the availability of funds, and to the requirements of the Standard Provision of the Cooperative Agreement, entitled "Revision of Grant Budget."

D. Agreement Budget

1. The following is the Cooperative Agreement Budget, including local cost financing items. Local cost financing is authorized.

Without the prior written approval of the Agreement Officer, NAPA shall not exceed the estimated dollar cost for any individual line item of cost shown below by more than 15% of such line item.

Revisions to this budget shall be made in accordance with the Standard Provision of this Cooperative Agreement, entitled "Revision of Grant Budget."

AGREEMENT BUDGET

CATEGORY =====	8/31/90 TO 3/16/91 OBLIGATION =====	REMAINING TO BE OBLIGATED =====	TOTAL PROGRAM 8/31/90-9/15/92 =====
NAPA HOME OFFICE EXPENSES	\$ 30,000	\$ 91,060	\$ 121,060
NAPA FIELD OFFICE EXPENSES	(48,000)	(145,436)	(193,436)
NAPA FIELD OFFICE EQUIPMENT	(11,500)	0	(11,500)
SUBTOTAL NAPA FIELD OFFICE	59,500	145,436	204,936
PARTICIPANT TRAINING	100,000	0	100,000
PERUVIAN INSTITUTION GRANTS	<u>309,500</u>	<u>1,068,450</u>	<u>1,377,950</u>
TOTAL DIRECT COSTS	\$499,000	\$1,304,946	\$1,803,946
INDIRECT COSTS	52,000	137,414	189,414
AID MONITORING (1)	<u>120,000</u>	<u>50,000</u>	<u>170,000</u>
TOTAL ESTIMATED AMOUNT	\$671,000	\$1,492,360	\$2,163,360

NOTES: (1) To be administered directly by USAID (hence not in the indirect cost base). It is also understood that these funds shall not flow through NAPA's Letter of Credit.

(2) Local currency financing is authorized. Specific approvals on foreign versus local currency programming within the context of this summary budget will be formalized in implementation letters.

E. Reporting

1. Financial Reporting

a. Financial reporting requirements shall be in accordance with the Standard Provision of this Cooperative Agreement entitled "Payment-Letter of Credit as shown in Attachment 3.

b. The original and two copies of all financial reports shall be submitted to USAID/Peru, Office of the Controller, Larrabure y Unanue 110, Lima-Peru.

2. Program Performance Reporting

The Recipient shall submit quarterly program performance reports, and a final report, which briefly presents the following information:

(a) A comparison of actual accomplishments with the goals established for the period.

(b) Reasons why established goals were not met.

(c) Between the required performance reporting dates, events may occur that have significant impact upon the program. In such instances, the Recipient shall inform AID as soon as the following types of conditions become known:

(1) Problems, delays, or adverse conditions that will materially affect the ability to attain program objectives, or prevent the meeting of time schedules and goals or preclude the attainment of work units by established time periods. This disclosure shall be accompanied by a statement of the action taken, or contemplated, and any AID assistance needed to resolve the situation.

(2) Favorable developments or events that enable time schedules to be met sooner than anticipated or more work units to be produced than originally projected.

(3) If any performance review conducted by the Recipient discloses the need for change in the budget estimates in accordance with the criteria established in the Standard Provision of this Cooperative Agreement entitled "Revision of Grant Budget", the Recipient shall submit a request for budget revision.

(d) Gender disaggregated data in relation to students/participants attending or benefiting from project activities.

(e) Other pertinent information, including when appropriate, analysis and explanation of cost overruns or high unit costs.

One copy of each program performance report shall be submitted to the AID's Technical Office.

3. Special Reports

The Recipient shall provide special reports as requested by the AID Office.

F. Indirect Cost Rates

Pursuant to the Standard Provision of this Cooperative Agreement entitled "Negotiated Indirect Cost Rates - Provisional," a rate or rates shall be established for each of the Grantee's accounting periods which apply to this Cooperative Agreement. Pending establishment of revised provisional or final indirect cost rates for each of the Recipient's accounting periods which apply to this Cooperative Agreement, provisional payments on account of allowable indirect costs shall be made on the basis of the following negotiated provisional rate(s) applied to the base(s) which are set forth below.

<u>Type</u>	<u>Rate</u>	<u>Base</u>	<u>Period</u>
Overhead (Participant Training Programs)	10.5%	(A)	Cooperative Agreement effective date, until amended.

(A) Total Direct Costs

G. Title to Property

Title to property purchased under this Cooperative Agreement shall vest in the Recipient.

H. Special Provisions (including Provision concerning Responsibilities and Relationships)

1. USAID/Peru will monitor project implementation in accordance with the terms and conditions of the Cooperative Agreement.

2. The Private Sector and Democratic Initiatives Division of the Human Resources Office will have the responsibility within USAID for managing the Project. The Division Chief will serve as the Project Manager and will be responsible for overall project coordination and monitoring. The Project Manager will be assisted by a personal service contractor (PSC), Project Coordinator, with funds provided under the Cooperative Agreement. The major responsibility of this Project Coordinator will be to monitor and coordinate the terms of the Cooperative Agreement, ensuring compliance to project objectives and A.I.D. procedures, and maintain an ongoing USAID relationship. The Project Coordinator will maintain formal and informal communications with NAPA's Agency's U.S. Home Office and the Field Office Chief of Party to assist them in carrying out their responsibilities. Additionally the Project Coordinator will interpret A.I.D. regulations, ensure compliance with them, review annual workplans and financial reports and all other activities requiring A.I.D. approval.

Additionally the Project Coordinator will plan and implement a major project evaluation at the end of project life; and will also ensure that financial audits and reviews of the Implementing Agency and subgrant recipients - and implementation recommendations thereto - are undertaken.

Funds for A.I.D.'s Management purposes will be provided under the Cooperative Agreement to cover costs related to the Project's Coordinator position, secretarial and other support and final evaluation and audit.

3. As set forth in Attachment 3, all mandatory standard provisions for U.S. Non-governmental Grantees apply to this Agreement. Applicable optional standard provisions are indicated on the checklist in Attachment 3.

4. To assist in the implementation of the project, USAID from time to time will issue cooperative agreement implementation letters furnishing additional information on requirements about matters stated in this Agreement. Such letters shall not modify the terms of the Agreement.

5. The USAID Project Manager is authorized to issue all approvals or technical interpretations which can clearly and reasonably be considered within the terms of this Agreement as written. This authority includes all approvals reserved to USAID under article I (below) of the Schedule.

I. Substantial Involvement Understandings

NAPA and USAID agree that the nature of activities under the Cooperative Agreement requires the substantial involvement of USAID via the following categories of approvals:

1. Understandings with the participating institutions, including as a primary example, the sub-agreements.
2. Annual workplans from NAPA (both Home and Field Office) and the Participating Institutions. The workplans will include detailed information on planned activities and financial resources needed to implement them.
3. All applied research projects, needs assessment studies, and technical assistance/consulting services over \$10,000.
4. All long-term trainees.
5. Key personnel assignments such as the local Chief of Party and Accountant/Analyst.

J. Close-Out Procedures

This section prescribes uniform closeout procedures for this Cooperative Agreement.

1. The following definitions shall apply for the purpose of this section:

a. Closeout: The closeout of a Cooperative Agreement is the process by which AID determines that all applicable administrative actions and all required work of the Cooperative Agreement have been completed by the Recipient and AID.

b. Date of Completion: The date of completion is the date on which all work under Agreements is completed or the date on the award document, or any supplement or amendment thereto, on which sponsorship ends.

c. Disallowed Costs: Disallowed costs are those charges to an Agreement that AID or its representative determines to be unallowable in accordance with the applicable Federal cost principles or other conditions contained in the Agreement.

2. AID closeout procedures include the following requirements:

a. Upon request, AID shall make prompt payments to a Recipient for allowable reimbursable costs under the Agreement being closed out.

b. The Recipient shall immediately refund any balance or unobligated (unencumbered) cash that AID has advanced or paid and that is not authorized to be retained by the Recipient for use in other Agreements.

c. AID shall obtain from the Recipient within 90 calendar days after the expiration of the Agreement all financial, performance and other reports required as a condition of the Agreement. AID may grant extensions when requested by the Recipient.

d. In the event a final audit has not been performed prior to the closeout of the Agreement, AID shall retain the right to recover an appropriate amount after fully considering the recommendations on questioned costs resulting from the final audit.

PROGRAM DESCRIPTION

The Private Sector Management Improvement Project

I. Background

The Private Sector Management Improvement Project (527-0272) provides assistance to reduce the gap between Peru's present managerial capacity and the trained managers required to make the country more internationally competitive in key sectors and activities. This will be accomplished by refining old and introducing new programs and activities to the private sector management improvement network in Peru.

The Project's various components address the changing managerial knowledge, attitudes and skills needed by a more competitive private sector capable of participating more directly in the international economy. The era of import substitution allowed managers to look inwardly toward a protected and non-competitive domestic market; they now must look outwardly toward exports and shared enterprise strategies with multinational firms in a highly competitive international market. This shift in managerial focus is the basis for re-designing some of the activities included in the second phase of project implementation. The Private Sector Management Improvement Project's final outcome is to assist in providing the technology and human resources necessary to pursue export development, investment promotion, agribusiness and small business development strategies.

II. Purpose

The Private Sector Management Improvement Project is a highly innovative initiative which helps close the gap between the development needs of Peru and its current base of human resources. The Project supports the reorientation and build up of the human and financial resources available for Peruvian private sector development. It will help strengthen the basic conditions for private enterprise growth by enhancing the capacity of key private sector management training institutions to respond to the needs of the private sector.

The purpose of the project is two-fold, (1) to strengthen the capacity of five private institutions to carry out more industry responsive and higher quality management education, training, consulting and applied research; and (2) to strengthen linkages between these institutions and the industries they serve.

III. Management Institutions Participating in the Project

The five institutions chosen, in combination, form a potential system of Peruvian institutions able to address the range of management improvement needs associated with the private sector. Each institution has an educational infrastructure capable of creating more effective educational technology and a commitment to play a dynamic role in Peru's development and to improve the quality of services delivered to their audiences. Taken together, they possess an excellent potential for making a positive impact on the development of the Peruvian private sector.

The five institutions are:

ADEX - La Asociacion de Exportadores was created in 1973 as a non-profit professional organization dedicated to the promotion of Peruvian exports, particularly the so-called non-traditional sectors. The major activities of ADEX are: export promotion, information dissemination, in-service assistance, education and training. ADEX was chosen for this project because it has developed a network of professional activities with a client group that will be of pivotal importance for this project--namely Peru's exporters.

ESAN - La Escuela de Administracin de Negocios para Graduados was created in 1963 under the auspices of a grant from USAID with Stanford University, the GOP, and the private sector in Peru. It is one of two graduate schools of business in Peru and offers the following programs: Masters in Business Administration, Advanced Management Studies, Special Administrative Training, and special resource activities provided by their computer center services and the Institute of Economic Development. The role of ESAN is critical for this project for three reasons. First of all, it has the capability of providing the educational infrastructure required to train managers around the long-term goal of supporting a more competitive, outward looking, market economy. Secondly, it also has a well-established executive development program. Finally, it has the potential for exercising a crucial role in the area of graduate and executive education that is fundamental for this project.

IPAE - El Instituto Peruano de Administracin de Empresas was created in 1959 by a group of Peruvian executives. It is a non-profit institution dedicated to the study and diffusion of the methods, systems, and practices of administration. Its programs include post-secondary training, management development, extension and outreach, information

dissemination, and forum and conferences for top level executives. IPAE was selected for this project because it has a demonstrated capability and interest in decentralizing management training and fostering communication between private business and the academic community. It is the country's most distinguished institution of non-degree education and can thus begin to address the short-term goals of this project without great difficulty.

PACIFICO - La Universidad del Pacifico is a private university founded in 1962. It offers an undergraduate degree and masters degree in business administration and economics and is considered a leading research center in Peru. It also offers short-term non-degree seminars, workshops, research, debates and fora open to the general public. Under this project it will take the lead in up-grading undergraduate business education, contribute substantially to improving the information base for new curriculum design, and initiate the development of an agribusiness thrust in management training.

PIURA - La Universidad de Piura is a private university begun in 1969, located in the north of Peru. In addition to its undergraduate degree programs including business administration, it has a variety of outreach programs intended to address development issues of significant impact in the region. A major activity is its short-term management development program. Piura was selected because it has demonstrated that a quality regional university can be developed and sustained outside of Lima and because of its firm commitment to the development of the region in which it is located.

IV. Components and Activities

The project is directly supportive of USAID's private sector strategy, namely improving attitudes, institutions and policies that facilitate long-term economic growth. Better prepared private sector managers are critical to respond to an improved and changing policy environment and for exploiting its full potential. With the human resources and technology to pursue export development, investment promotion, agribusiness, and small business development, these sectors can expand and lead to the creation of new productive jobs.

The activities vary in nature and scope and the institutions themselves are a variety in terms of educational objectives/mission, needs and widely different faculties. Each has its own distinct personality. The project strategy contains six inter-related and mutually dependent components:

- Component 1: Strengthen Existing Management Programs at Participating Institutions.
- Component 2: Introduce New Program Elements in Sectors with Greatest Potential for Growth.
- Component 3. Facilitate Collaboration Among the Institutions and with the Private Sector.
- Component 4. Decentralize and Diffuse Management Improvement Services
- Component 5. Institutional Development Support.
- Component 6: Project Management and Evaluation.

V. Status of progress made in project implementation to date

The mid-term project evaluation/review was conducted between November 16 through December 7, 1989. In general, the assessment team concluded that the Private Sector Management Improvement Project is a success and should be continued at least through December 31, 1991, with the involvement of all the participating institutions. Institutions such as ADEX and Piura require more attention and help from project management. This individual attention to some and added financial support to others will place all of them in a better position to continue their project-related activities beyond the end of USAID support. In spite of the many problems and constraints encountered, the people involved have continued to push ahead towards attainment of the Project's objectives. Considering the magnitude, complexity and diversity of project activities, the impulse that the Project has given to the participating institutions should continue to be felt in the future. Furthermore, it should be noted that many of the long-term training participants still have a year and a half to go before returning to their sponsoring institution and the impact of their contribution will begin to be noticed only 6 months after their return date.

Activities undertaken during the main part of project implementation have produced the outcomes detailed below:

- Component 1: Strengthen Existing Management Programs at Participating Institutions

Progress to Date:

Four institutions have performed curricular reviews of major areas of interest. Faculty members or instructors of all participating institutions have received training in teaching methodologies. Needs assessments have been performed for some degree granting programs and selected extension activities.

Component 2: Introduce New Program Elements for Sectors with Greatest Potential for Growth

Progress to Date:

Participating institutions have enthusiastically supported the development of new areas of expertise by including them in graduate, undergraduate or extension programs such as: Agribusiness at IPAE; Small Business/Entrepreneurship at PACIFICO and PIURA and International Business at ESAN.

Component 3: Facilitate Collaboration Among the Institutions and with the Private Sector

Progress to Date:

Under this objective various schemes of applied research have been undertaken. Through the "Mango" project, PIURA is actively involved with producers/growers associations located in the San Lorenzo area (60,000 hectares); these organized groups contribute towards the generation of important export crops. PACIFICO is using a wide range of private sector experiences to develop case studies and university text books. By working in applied research projects, ESAN has established very good working relationship with corporations, growers associations, cooperatives and individuals engaged in agribusiness development activities. IPAE has successfully implemented regional conferences addressing local management issues. ADEX has established Exporters Committees with members from the Chambers of Commerce located in Trujillo, Piura, Iquitos, Arequipa and Cuzco.

Component 4: Decentralize and Diffuse Management Improvement Services.

Progress to Date:

IPAE has fully implemented three regional offices located in Ica, Sullana (Piura) and Arequipa. A total of 13 professors from provincial universities have completed their MBA training at ESAN.

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An additional 9 will graduate in 1991. Fifteen faculty members from different provincial universities are also studying towards their Master's degrees at the Graduate School of PACIFICO.

Component 5: Institutional Development Support

Progress to Date:

Institutional analysis performed at ADEX has served as the basis to adopt a new organizational structure and secure approval of new statutes. Consultants working for IPAE and ADEX in the administrative and educational aspects have set forth very practical recommendations which have been partially implemented with total support from their respective Board of Directors. The three degree granting institutions have successfully launched fund raising campaigns to expand their financial basis as well as further develop their alumnae associations.

Component 6: Project Management and Evaluation

Progress to Date:

The Cooperative Agreement with the Academy for Educational Development (AED) was signed on September 1985 and terminates September 14, 1990. The mid-term project evaluation concluded that the Private Sector Management Improvement Project is a success and should be continued at least through December 31, 1991 with all five participating institutions. Incremental funding for additional activities proposed for FY 90/91/92 obligations were approved under the authority of Section 123 (e) of the Foreign Assistance Act. This will enable project activities to continue under a new relationship developed with a private voluntary organization.

VI. Project Implementation

Project activities pending implementation in FY/91 and FY/92 by the participating institutions are as follows:

1. PACIFICO

- . MBA training program for 2 junior faculty .
- . Short-term technical advisors in the areas of:
 - International Trade
 - Agribusiness
 - Curriculum Development

- . Finalize applied research projects and case studies initiated by faculty.
- . Short-term training for junior/senior faculty.
- . Procurement of computers and software.
- . MBA Scholarship program for faculty members from provincial universities.
- . Procurement of books, periodical publications and audio-visual equipment.
- . Editing of university text books based on applied research and case studies.
- . WID/Entrepreneurship development program.

2. PIURA

- . MBA training program for one junior faculty.
- . Short-term training for junior/senior faculty.
- . MBA training at ESAN for three junior faculty.
- . Procurement of books, periodical publications, audio-visual equipment and computers.
- . Short term technical advisors in the areas of:
 - Small Business/Entrepreneurship
 - Curriculum Development
 - "Mango Industry" development project
 - Establishment of an MBA program
- . Under the institutional development project component, the following activities will be implemented:
 - Publication of a bulletin to be distributed/circulated among former students, donor institutions and private sector sponsors.
 - Establishment of further linkages with U.S. institutions.

3. IPAE

- . Procurement of books, periodical publications, computers, audio visual courses and equipment.
- . Short-term training for senior staff members.
- . Short-term technical assistance in the areas of:
 - Agribusiness
 - Strategic Planning to expand educational/training services
 - Curricular Development
- . Expand programs to other geographical areas and continue with on-going activities such as:
 - Distance education programs
 - Regional offices
 - Fora and Regional Management Congress

4. ADEX

- . Short-term technical assistance in the areas of:
 - Strategic planning to expand educational/training services.
 - Establishment of an information data base service.
 - Curriculum development
- . Procurement of computers and audio-visual equipment..

5. ESAN

- . MBA training for two junior faculty
- . Short-term training for senior faculty
- . Short-term technical advisors in the areas of:
 - Agribusiness information services
 - International Trade
- . Procurement of books and periodical publications.
- . MBA/WID Scholarship program for faculty members from provincial universities.

VII. Roles and Responsibilities of the Implementing Agency

Under this program, NAPA will assume full responsibility for project implementation and will apply its institutional experience and wide network of resources in the U.S. to assist the five Peruvian participating institutions to carry out the Project's pending activities. It should be understood that maximum collaboration between the institutions, A.I.D. and the implementing agency should be sought to ensure that the overall project objectives are achieved.

The responsibilities of the implementing agency will include, but not be limited to:

- 1) Sign sub-agreements with the five participating institutions.
- 2) Ensure adequate project planning and continuation or start-up of activities.
- 3) Establish a sound and practical management system (based on A.I.D.'s regulations) to disburse project funds to the institutions for approved in-country activities.
- 4) Identify and coordinate all short term technical assistance.
- 5) Assist the institutions in the procurement of equipment and commodities required.
- 6) Provide full logistic support on all administrative matters related to long-term training of participants, many of which will be picked-up. Some services, including assistance in

- placement, will be provided to new participants being nominated by their institutions.
- 7) Coordinate and implement all short-term training programs for junior or senior faculty.
 - 8) Ensure compliance with all A.I.D. regulations, including auditing requirements.
 - 9) Coordinate with the institutions their needs for technical assistance, ensuring that technical advisors selected play a key role within the recipient institutions.
 - 10) Publish a bulletin on project activities that will serve as a linkage mechanism between the institutions and will communicate progress made in project implementation.
 - 11) Monitoring of overall project progress and reporting to A.I.D.

Implementation mechanisms to carry out these responsibilities are as follows:

a. Operations in the U.S.A

NAPA will provide sufficient home office support to undertake its responsibilities, including efficient forms of communicating with the Field Office and participating institutions for project implementation and monitoring purposes.

b. Operations in Peru

NAPA will enter directly into a working agreement with its local counterpart. The Chairman of the Board of the latter will represent the implementing agency in legal matters. The Chairman and Board members will act in an advisory capacity with regard to the Project.

To ensure that project objectives are met a small management team -Field Office- will be established. The Field Office will be lead by a Chief of Party who will oversee the management of the Project in Peru and will be responsible for directing the day-to-day activities. This position is critical for the success of the project and maintenance of good relations with the five participating institutions. The Chief of Party will not be a member of the Board, or staff member of the local counterpart of the U.S. implementing agency. Final selection for this position will be subject to A.I.D.'s approval.

The management and technical responsibilities of the Chief of Party will include, but not be limited to:

- 1) As representative of the implementing agency will interface directly with the five participating institutions.
- 2) Plan technical assistance, training, commodity and other requirements with each participating institution.
- 3) Coordinate all technical assistance to ensure that objectives set forth are accomplished, a large number of faculty members have had the opportunity to interact with and learn from the advisor, the final report is submitted prior to departure from assignment and findings/recommendations are thoroughly discussed with faculty and administrators.
- 4) Provide advice and guidance on the different opportunities, resources, linkages available.
- 5) Supervise all other members of the Field Office working in Peru.
- 6) Oversee/supervise the administration of funds for applied research, scholarships, local fees, travel.
- 7) Design the appropriate information systems for reporting to the participating institutions, A.I.D. and Home Office.
- 8) Provide technical assistance and training to the participating institutions in setting up and implementing their project-related management information systems.
- 9) Facilitate collaboration between the institutions and with A.I.D.
- 10) Monitor project progress.
- 11) Report all administrative and financial matters to the Home Office on a regular basis - preferably monthly -, and keep the local implementing agency's counterpart Board of Directors regularly informed on progress made.
- 12) Provide an important input and supervise the publication of the Project's bulletin on a regular basis.
- 13) Supervise the appropriate use of the project's vehicle.
- 14) Communicate regularly with the A.I.D. Project Coordinator.
- 15) Fulfill all A.I.D. reporting requirements.

Another important member of the Field Office is the Accountant/Analyst who will provide administrative back-up and assistance to the Chief of Party and Home Office. Final selection for this position will be subject to A.I.D.'s approval. Responsibilities will include but are not limited to:

- 1) Maintain the project financial records up-to-date.
- 2) Prepare the financial reports required by the Implementing Agency's Home Office.
- 3) Prepare the administrative/financial reports required by A.I.D., including collecting the financial information from the participating institutions, and monitoring their completeness and accuracy.

- 4) Track all financial disbursements assuring that they comply with A.I.D. regulations.
- 5) Implement the necessary internal control mechanisms.
- 6) Prepare all other reports as required.

The Chief of Party will be assisted by a Secretary/Office Administrator, who will be responsible for the day-to-day administrative tasks needed to maintain the Field Office operative.

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MANDATORY AND OPTIONAL STANDARD PROVISIONS 1/
(Appendix 4C, AID Handbook 13)

The following Mandatory and Optional Standard Provisions for U.S., Non-Governmental Grantees in effect as of the effective date of this Grant are incorporated herein by reference with full force and effect as though fully set forth herein:

A. Mandatory Standard Provisions

- | | |
|--|-----------------|
| 1. Allowable Costs | (November 1985) |
| 2. Accounting, Audit, and Records | (January 1988) |
| 3. Refunds | (January 1988) |
| 4. Revision of Grant Budget | (November 1985) |
| 5. Termination and Suspension | (May 1986) |
| 6. Disputes | (March 1987) |
| 7. Ineligible Countries | (May 1986) |
| 8. Debarment, Suspension and other
Responsibility Matters | (March 1989) |
| 9. Nondiscrimination | (May 1986) |
| 10. U.S. Officials Not to Benefit | (November 1985) |
| 11. Nonliability | (November 1985) |
| 12. Amendment | (November 1985) |
| 13. Notices | (November 1985) |

B. Optional Standard Provisions

- | | |
|---|-----------------|
| 1. Payment - Letter of Credit | (November 1985) |
| 4. Air Travel and Transportation | (November 1985) |
| 6. Procurement of Goods and Services | (November 1985) |
| 7. A.I.D. Eligibility Rules for Goods
and Services | (November 1985) |
| 8. Subagreements | (November 1985) |
| 9. Local Cost Financing | (November 1988) |
| 11. Publications | (November 1985) |
| 13. Negotiated Indirect Cost Rates-
Provisional | (May 1986) |
| 15. Participant Training | (May 1986) |
| 20. Title to and Use of Property
(Grantee Title) | (November 1985) |
| 24. Use of Pouch Facilities | (November 1985) |
| 25. Conversion of U.S Dollars to Local
Currency | (November 1985) |

1/ When these Standard Provisions are used for cooperative agreements, the following terms apply: "Grantee" means "Recipient" "Grant" means "Cooperative Agreement," and "AID Grant Officer" means "AID Agreement Officer."

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