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UNITED STATES OF AMERICA  
AGENCY FOR INTERNATIONAL DEVELOPMENT



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**MEMORANDUM OF UNDERSTANDING**

**AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS  
(ATLAS: 698-0475)**

**BETWEEN THE GOVERNMENT OF THE REPUBLIC OF GUINEA  
AND THE AGENCY FOR INTERNATIONAL DEVELOPMENT**

**I. PURPOSE**

The above-named Parties hereby mutually agree to carry out the Project described in this Memorandum of Understanding, including:

- Annex A, Project Description;
- Annex B, Management and Administrative Responsibilities;
- Annex C, Selection Procedures of ATLAS Thomas Jefferson Fellows;
- Annex D, FY93 ATLAS Project Training Plan and
- Annex E, Standard Provisions.

USAID/Guinea and the Government of the Republic of Guinea agree that the number of participants and funding level for ATLAS shall be agreed to annually as defined in an annual Training Plan (Annex D). It is further agreed that the Project will be implemented according to the Agreement Standard provisions (Annex E).

**II. AUTHORITY**

The ATLAS Project is authorized by, and must be conducted within the terms of the Foreign Assistance Act (FAA) of 1961, as amended.

**III. GOVERNING PROVISIONS**

The Government of the Republic of Guinea and USAID/Guinea agree with the Project Description (Annex A), Management and Administration Responsibilities (Annex B) and the Selection Procedure of ATLAS Thomas Jefferson Fellows (Annex C) described herein.

The Parties hereby agree to amend this Memorandum of Understanding (MOU), as needed to change the management, administrative, pre-selection and selection criteria, and procedures for the execution of this Project. As further defined in Annex E, the Parties agree to amend the annexes to the MOU through Project Implementation Letters to agree on annual training plans, funding levels and other changes that may be necessary for the implementation of the ATLAS Project.

IV. PERIOD OF PERFORMANCE

This Memorandum of Understanding shall be effective upon signature until the ATLAS Project Assistance Completion Date (PACD), September 30, 2005 or any other date that the two Parties shall agree in writing.



Ibrahima Sylla  
Minister of Foreign  
Affairs and Cooperation



Wilbur G. Thomas  
Director

Date: 14-07-93

Date: June 21, 1993

## **A N N E X A**

### **TO ATLAS PROJECT MEMORANDUM OF UNDERSTANDING**

#### **PROJECT DESCRIPTION**

##### **A. GOAL**

The goal of the African Training for Leadership and Advanced Skills (ATLAS) Project (698-0475) is to improve the performance of African institutions and organizations to plan and promote sustainable development in Africa. Progress toward this goal will be indicated by the following:

- 1) strengthened programs in educational and training institutions, particularly in scientific, technical and economic fields;
- 2) improved and expanded performance of research institutions in carrying out research relevant to African development, particularly for increasing agricultural productivity and technologies;
- 3) improved efficiency and equity in the provision of key services by public sector institutions;
- 4) improved indigenous capacity in the management of African economies;
- 5) increased human capacity to support the development of the private sector in African countries; and
- 6) increased participation of women to fill leadership and non-traditional roles in the economy.

##### **B. PURPOSE**

The purpose of the ATLAS Project is to strengthen leadership and technical abilities and enhance professional performance of individuals serving in African public and private sector entities, including universities, research centers and other key development institutions. Achievement of the Project's purpose will contribute significantly to its goal of improved performance by producing African decision-makers and high-level technicians to guide their countries and to manage efficient, productive, and quality-oriented operations.

ATLAS will help Africans acquire the human input needed to increase local capacity. The A.I.D. and recipient governments will coordinate ATLAS inputs with other investments that supply material, technical assistance and other inputs in order to maximize the Project's goal-purpose corollary.

### **C. PROJECT ACTIVITIES/OUTPUTS**

The Project has three main components:

- 1) the ATLAS participant training scholarship program, with its attendant activities for the selection, placement and management of students in degree programs at U.S. universities;
- 2) the ATLAS post-training program, which promotes professional competence among the graduates of the scholarship program and reinforces their ability to contribute to African development; and
- 3) a comprehensive study to assess the impact of U.S. participant training on capacity building in Africa. These interrelated components of the Project are described below. Specific details on outputs for the USAID/Guinea ATLAS Project will be determined annually, based on the level of funding available, the annual training plan, ability to select and place appropriate participants, etc.

#### **1. Participant Training Scholarships**

The ATLAS scholarship program authorizes training at the following levels:

##### **a. Ph.D. degrees**

Training at the doctoral level is appropriate for teaching faculty at universities, staff of national and regional research institutions, senior members of planning agencies and other positions requiring advanced academic, analytical or technical skills. If appropriate, Ph.D. candidates will be authorized to do field research in Africa for their dissertations.

##### **b. Master's degrees**

Training at the master's level will constitute the majority of the ATLAS scholarships. Normally, students at this level will be expected to complete a thesis as a qualification for their degrees.

##### **c. Bachelor's degrees**

Training at the undergraduate level will be authorized for the following two categories of students: (1) students from countries with no national universities, and (2) female students who have achieved outstanding records in their secondary schools and who have elected to continue their education in sciences, engineering, technologies and other fields not traditionally open to women in African countries.

Countries opting to take part in the ATLAS project will fund the student costs for the participant training programs they wish to sponsor and determine the purpose, levels of training and fields of study of these programs.

## **2. Post-training Professional Enhancement Program**

The ATLAS post-training programs will nurture the participants' professional development and promote networking among African specialists. These activities are designed to increase the return on the investments in participant training and strengthen the contribution the graduates will make to their assigned institutions and to development in Africa.

The Project's post-training program includes the following activities, which will be provided mostly from regional funds:

### **a. Tracking and maintaining contact with ATLAS and AFGRAD alumni**

The contractor will maintain a current file of the positions and locations of all alumni. A computerized directory of the graduates will be updated annually and distributed to alumni, students in training, sponsoring universities, missions and the interested parties.

### **b. Informational materials**

Each year the contractor will prepare and distribute materials containing information on the ATLAS and AFGRAD programs, significant stories, news of post-training programs, etc.

### **c. Distinguished alumni awards**

The contractor will make annual awards with modest cash components to ATLAS or AFGRAD alumni who are making significant contribution to development in their countries.

### **d. Postgraduate study and research programs**

Short-term non-degree study will be available to persons with Master's or Ph.D. degrees who are fluent in English and who have made substantial contributions to development in their countries for at least four years since obtaining their degrees.

Each study program will be tailored to the individual student's requirements and objectives. The programs will provide opportunities for refresher training, research, observation, writing or other appropriate activities. Postgraduate study programs were successfully implemented as a pilot activity under the AFGRAD III Project.

**e. Professional journals**

The contractor will enroll each ATLAS graduate in an appropriate American professional society and provide the graduate with a three-year subscription to the society's professional journal. This is a normal activity authorized for all A.I.D. participants.

**f. ATLAS symposia**

The Project will sponsor some national and regional symposia on topics critical to African development. The symposia will be held at the approximate rate of two per year for the life of the project. Each symposium will be attended by an average of 30 returned participants, selected from all participating African countries.

The symposia will be planned by the contractor in collaboration with an appropriate African professional organization and an African university, research institution or other entity which agrees to host each event. Representatives of these organizations will identify African and U.S. scholars who will be paid honoraria to speak at the symposia and serve as workshop leaders.

The contractor will contact USAID/Guinea to identify ATLAS and AFGRAD alumni and other U.S. returned participants who have training and experience relevant to each symposium. USAID/Guinea will be asked to fund travel costs and per diem for the returned participants they wish to invite to the symposia, using the HRDA or bilateral projects as the source of funding.

Each symposium will include participatory workshop discussions. After each event, the contractor will publish the presentations made at the symposia and a summary of the comments and recommendations made by the workshops.

**g. ATLAS grants to African professional organizations**

The Project will provide limited support grants in amounts not to exceed \$30,000 to national and regional professional organizations in Africa, including women's professional groups. The organizations receiving grants will have a substantial number of returned U.S. participants in their memberships.

The general purposes of the ATLAS grants will be to nurture professional networks and direct critical attention to Africa's development problems. Grants may provide funding for conferences, publication and distribution of newsletters and journals, technical assistance and other specific activities and requirements. Specific criteria for approving grants will be developed by the contractor and A.I.D./W.

The contractor will identify potential grantees, assist them with the formulation of organizational objectives and program activities, and aid in the preparation of grant applications. Application for grants from national professional organizations will be reviewed by the missions. Applications for grants from regional professional societies will be reviewed by the ATLAS project committee in A.I.D./W. If the applications are approved, regional funding for the grant will be authorized and the grants will be administered by the contractor.

The regionally funded activities outlined above are meant to enhance the performance of returned participants and help establish or strengthen networks among African professionals.

**3. Training Impact Study**

Technical services will be contracted to develop a methodology for an impact study. The methodology will include the development of performance indicators, instruments for interviewing returned participants and their employers, follow-up questionnaires and other techniques for arriving at quantifiable and verifiable evidence of the impact that Thomas Jefferson fellows make on the institutions and sectors in which they are employed. The methodology will be tested in a sample of countries and for a sample of participants in selected sectors and professions.

**D. END OF PROJECT STATUS**

The End-of-Project Status indicators (EOPS) are at the individual level, as follows:

- 1) ATLAS graduates are performing well and making significant contributions to key african development institutions. Indicators of performance include:
  - a) employment of the individual in key African development-related institutions or in productive private enterprise;
  - b) level of authority and responsibility and promotion record of the individual;
  - c) important personal accomplishments on the job (e.g., technology generation, policy analysis or implementation, management innovations);
  - d) immediate impact of the individual's action on organizational decisions (e.g., policies, resource allocation, strategies, management systems and processes, etc.); and
  - e) authority and influence of the individual as perceived by knowledgeable others;
- 2) The performance of female graduates, as measured by the above indicators, matches that of male graduates.

**E. PROJECT INPUTS**

**1. USAID/Guinea**

USAID/Guinea will finance student costs (maintenance allowances, language training, enrichment activities, books, etc). In addition to the degree training, USAID/Guinea will fund postgraduate programs for refresher studies and research and some in-country post-training programs for returned participants.

USAID/Guinea will also finance activities designed to promote professional development among African specialists. A principal activity is the provision of postgraduate refresher studies and research opportunities in the U.S. Student costs for these short-term, non-degree training programs will be funded by USAID/Guinea. Regional funds will pay administrative costs.

Other activities in the post-training program include distribution of directories of project graduates and other informational materials to alumni, alumni awards, seminars and symposia, and grant to professional organizations. Core project funds will be used to cover most of these costs, but USAID/Guinea may buy into the project to support particular professional enhancement activities in Guinea.

Core project funds will also be used to fund the administrative and management costs of a contractor to coordinate project activities including support to selection of participants, obtaining tuition waivers, the placement and monitoring of participants, administration of project grants, and so on.

## **2. Guinea**

The Guinean contribution to the project will take the form of salaries and benefits for currently employed participants while they are in training, and some local costs. Payment of participants' travel costs to and from the U.S. has been waived (see Annex B, Attachment II) and as such will be paid by USAID/Guinea.

## **3. U.S. University Inputs**

U.S. universities will provide tuition scholarships for students seeking master's and doctoral degrees and partial scholarships for students seeking undergraduate degrees.

**A N N E X B**

**TO ATLAS PROJECT**

**MEMORANDUM OF UNDERSTANDING**

**MANAGEMENT AND ADMINISTRATIVE RESPONSIBILITIES**

**I. USAID/GUINEA RESPONSIBILITIES**

1. USAID/Guinea will be responsible for student training costs, the ATLAS core-funded contract will pay for administrative costs, and universities will provide tuition scholarships. Regional symposia and other follow-up activities will be core-funded. HRDA or other funds can be used to send ATLAS, AFGRAD or other A.I.D. funded returned participants to these seminars and symposia to pay travel costs and per diem.
2. USAID/Guinea may want to use ATLAS for follow-up activities and buy into the Project for this purpose. Examples of this may be when a country wants to hold country-specific symposia or seminars for former AFGRAD, ATLAS and other A.I.D.-funded participants. The contractor for ATLAS will work with the USAID in designing and planning such seminars or other follow-up activities. USAID should indicate this at the time of buy-in to the contract and should prepare a draft scope of work for the contractor.
3. USAID/Guinea will execute the OYB transfers and buy-ins to ATLAS by the third quarter of each fiscal year.
4. When executing a buy into or transferring money to the Project, USAID/Guinea will request one part-time local employee to help implement the project, if the level of participation requires additional staff assistance. USAID can help identify and select this person and supervise the representative, although his or her salary will come from the ATLAS core contract.
5. USAID/Guinea will be responsible for establishing a selection process and/or committee for ATLAS for long-term U.S. training and for the postgraduate component.

6. USAID/Guinea will help the contractor identify local and regional professional societies and associations where former U.S. trained participants are active. Of particular interest are women's professional groups and associations. ATLAS will work with these kinds of groups as a way of following-up, encouraging and promoting networking and continual professional development.
7. USAID/Guinea will be responsible for coordination with the contractor for announcing scholarship opportunities, for announcing and facilitating in-country selection and interview visits, for pre-departure orientation, for follow-up activities and other project activities, as appropriate.

## II. GUINEAN RESPONSIBILITIES

1. The GOG and/or private sector entities will:
  - a. Participate in the selection of candidates, ensure that prospective participants have adequately identified their fields of study, and ensure that each participant has a place where he or she will use the knowledge gained during the period of training upon their return.
  - b. Pay local currency costs of participant training. These may include continuation of salaries and benefits, in-country travel and contributions to costs of research in country, if applicable.
  - c. Keep informed of each participant's progress, as travels plan (both at the beginning and at the end of training) are made, and facilitate the participant's pre-departure arrangements and official exit formalities.
2. Payment of participants' travel costs to and from the U.S. has been waived under HRDA Project (see Attachment II to this Annex). That waiver will apply to participants under this Project. Travel costs will be therefore charged to the USAID/Guinea buy-in to the Project.

### 3. Non-returnees

HRDA Project Implementation Letter No 39, dated 8/13/92 (see Attachment I to this Annex), with regard to non-returnees is applicable to the ATLAS Project.

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If the Government of Guinea fails to take the actions outlined in the HRDA Project Implementation Letter No 39, USAID has the option to recover training costs of non-returnees.

**III. CONTRACTOR'S ADMINISTRATIVE RESPONSIBILITIES**

The contractor will have major responsibilities for implementing the ATLAS Project. The contractor will report to the ATLAS Project Manager in AFR/ONI/TPPI and will meet regularly with the Project Manager for status briefings and to discuss planned activities. The contractor will be responsible for all participant training final selection, placement, programming and monitoring. The contractor will also be responsible for coordination activities with missions and for follow-up activities, including managing grants and planning and implementing activities for the professional enhancement of returned participants.

**A N N E X C**

**TO ATLAS PROJECT**

**MEMORANDUM OF UNDERSTANDING**

**SELECTION PROCEDURES OF ATLAS T.J FELLOWS**

The selection process will be as per the following steps:

- a) Training opportunities announcements (USAID/Guinea)
- b) Collection of dossiers of candidates (Ministry of Higher Education-Service National des Bourses)
- c) First screening of dossiers (ATLAS ad-hoc-committee)
- d) Preselection of dossiers (ATLAS Selection Committee)
- e) Final selection in the US (Executive Committee Selection)

**1. Composition of the ATLAS ad-hoc-Committee**

The Representatives of the following institutions will be members of the above committee:

- Ministry of Administrative Reform, Civil Service and Works
- Ministry of Higher Education (Service National des Bourses, SNB)
- University of Conakry (Studies Division)
- Ministry of Foreign Affairs and Cooperation (National Office of International Cooperation)
- Women Association for Research and Development (AFGRED)
- Foundation for Agricultural Marketing
- The African American Institute Representative
- US Universities Alumni

- Association of Women NGO's in Guinea
- Comité de Liaison Interprofessionnelle Fruits, Fleurs et Légumes de Guinée (CLIFEL)
- Association Guinéenne pour le Bien-Etre Familial (AGBEF)
- USAID/Guinea

2. ATLAS Selection Committee

The ATLAS selection committee will be composed as follows:

One representative of the following institutions:

- Ministry of Administrative Reform, Civil Service and Works
- Ministry of Higher Education (Service National des Bourses)
- Ministry of Foreign Affairs and Cooperation (National Office of International Cooperation)
- Executive Committee of Graduate Deans of U.S. Universities
- AFR/ONI/TPPI
- African American Institute (AAI)
- USAID/Guinea

**A N N E X D**

**TO ATLAS PROJECT**

**MEMORANDUM OF UNDERSTANDING**

**FY93 ATLAS TRAINING PLAN**

The FY93 funding level shall be US \$500,000 to finance 10 Master's degree participants as defined below.

Six (6) Masters degrees related to the following fields:

- agricultural marketing
- agribusiness management
- business management and administration
- international economics
- computer science

Two (2) Masters degrees in public health:

- family planning
- maternal and child care

Two (2) Masters degrees in educational administration:

- general
- curriculum planning

At least 50% of these individuals will be women.

At least 10% of the training will be conducted at Historically Black Universities and Colleges (HBCU'S).

Every effort will be made to recruit and select private sector as well as public sector participants.