

PD-ABS-079
89416



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
La Paz, Bolivia

April 27, 1994

Mr. Luis A. Boza
Rector
San Pablo Bolivian Catholic University
La Paz

Ref: Cooperative Agreement No. 511-0631-A-00-4052
Higher Education Master Programs

Dear Mr. Boza,

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the United States Agency for International Development (hereinafter referred to as "USAID" or "Grantor") hereby grants to the San Pablo Bolivian Catholic University (hereinafter referred to as "CUB" or "Recipient"), the sum of U.S. Dollars three hundred thousand 00/100 (US\$ 300,000) to provide support for a higher education program under the Human Resources for Development Project as described in the Schedule of this Cooperative Agreement and the Attachment 2, entitled "Program Description".

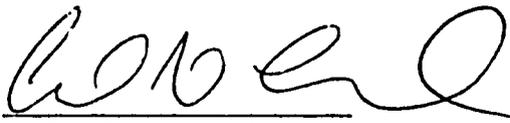
This Agreement is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Recipient in furtherance of program objectives during the period as set forth in the Schedule in paragraph B.

This Agreement is made with the CUB under the condition that the funds will be administered in accordance with the terms and conditions set forth in Attachment 1, entitled "Schedule," in Attachment 2, entitled "Program Description," and Attachment 3, entitled "Standard Provisions" which have been agreed to by your organization.

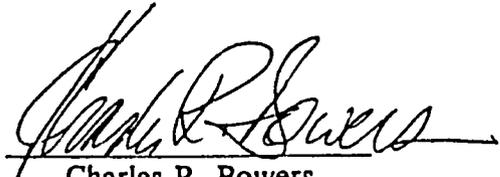
Please sign the original and three copies of this letter to acknowledge your receipt of and agreement to the Cooperative Agreement and return the original and two copies to the Agreement Officer, Regional Contracts Office, USAID/Bolivia.

Sincerely,

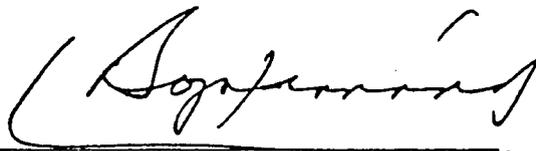
Margaret Kidd
Agreement Officer
USAID/Bolivia



Carl H. Leonard
Mission Director
USAID/BOLIVIA

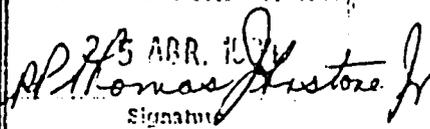


Charles R. Bowers
Ambassador of the
United States of America

Signature : 
: Luis A. Boza

Title : Rector, San Pablo Bolivian
Catholic University

- ATTACHMENTS:
1. Schedule
 2. Program Description
 3. Standard Provisions

FUNDS AVAILABLE
275 APR. 1993

Signature

FISCAL DATA

Appropriation	: 72-1131021
Budget Plan Code	: LDVA-93-25511-KG13
PIO/T number	: 511-0631-3-30125
Project Number	: 511-0631
Total Estimated Amount	: \$982,274
This Obligation	: \$300,000
Total Obligated Amount	: \$300,000
Funding Source	: USAID/Bolivia

The Schedule

A. Purpose of Agreement

The purpose of this Cooperative Agreement is to select, develop and establish two new Master's programs at the Bolivian Catholic University, adopting modern higher education technology and, to the extent possible, establish an ongoing relationship with a U.S. contractor under the Human Resources for Development Project, as more specifically described in Attachment 2 to this Cooperative Agreement entitled "Program Description."

B. Period of Agreement

1. The effective date of this Cooperative Agreement is that of its signing. The estimated completion date of this Cooperative Agreement is March 31, 1999.
2. Funds obligated hereunder are available for program expenditures for the estimated period from the effective date of this Cooperative Agreement to March 31, 1995.

C. Amount of Agreement and Payment

1. The total estimated amount of this Cooperative Agreement for the period shown in B.1 above is \$982,274.
2. AID hereby obligates the amount of \$300,000 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 entitled "Payment-Periodic Advance".
4. Additional funds up to the total amount of the Cooperative Agreement shown in C.1 above may be obligated by USAID subject to the availability of funds, the mutual agreement of the parties to proceed, and the requirements of the Standard Provision of the Cooperative Agreement entitled "Revision of Grant Budget."

NOTE: A courtesy translation in Spanish of this agreement will be provided to the Recipient. However, if there are any discrepancies between the two versions, the English version shall govern.

D. Financial Plan

The following is the estimated Cooperative Agreement Budget and Disbursement Schedule of the AID contribution and of the CUB contribution. Revisions to this budget shall be made in accordance with the Standard Provision of this Cooperative Agreement entitled "Revision of Grant Budget":

TABLE I FINANCIAL PLAN						
AID CONTRIBUTION (\$US)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
SALARIES AND BENEFITS *	95,000	127,000	165,000	126,000	87,400	600,400
PER-DIEM	10,000	10,000	12,000	10,000	7,000	49,000
COMPUTER EQUIP./ TEACHING EQUIP.	120,000	0	0	0	0	120,000
MARKETING	22,200	6,700	6,000	5,400	6,000	46,300
STUDENT ASSISTANTSHIP FUND	42,000	60,000	0	0	0	102,000
AUDITS	10,800	10,800	10,800	10,800	21,374	64,574
TOTAL - AID CONTRIBUTION	300,000	214,500	193,800	152,200	121,774	982,274
CUB CONTRIBUTION (\$US)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
SALARIES AND BENEFITS	32,200	100,100	195,100	236,000	265,400	828,800
TRAVEL	1,200	5,300	10,300	12,400	14,000	43,200
EQUIP. MAINTENANCE & REPAIRS	10,000	10,000	10,000	10,000	10,000	50,000
INFRASTRUCTURE (In Kind)	100,000	100,000	100,000	100,000	100,000	500,000
MATERIALS AND SUPPLIES	3,600	3,600	13,600	13,600	13,600	48,000
OTHER COSTS	20,000	20,000	20,000	20,000	20,000	100,000
TOTAL - CUB CONTRIBUTION	167,000	239,000	349,000	392,000	423,000	1,570,000
TOTAL AID AND CUB CONTRIBUTION	467,000	453,500	542,800	544,200	544,774	2,552,274

* APPLICABLE SOCIAL BENEFITS RATE = 40%

NOTE. - AN ADDITIONAL GOVERNMENT CONTRIBUTION FROM THE CONTROLLER GENERAL OF BOLIVIA OF \$17,820 WILL BE MADE TO CUB. THE TOTAL INCLUDING SUCH CONTRIBUTION IS \$2,570,094

Periodic disbursements will be made to implement the activities of this project subject to the availability of funds for this purpose. USAID will disburse to the Recipient in Bolivianos and the Recipient will be responsible for opening an interest bearing bank account acceptable to USAID. All interest earnings will be returned to USAID on a quarterly basis, together with copies of the corresponding bank statements.

The Recipient may adjust individual line items by a factor not to exceed 15%. Any adjustment exceeding 15% per line item, or any increase in the total cooperative agreement amount, requires the prior written approval of the Agreement Officer.

E. Reporting

All reports shall be submitted to the USAID Project Manager and Agreement Officer in English and in Spanish. Financial reports shall be submitted to the Project Manager, Agreement Officer and Controller's Office.

1. The Recipient will submit quarterly payment requirements as described in Standard Provision "Payment- Periodic Advance", to the USAID/Bolivia Controller's Office. Together with USAID's payment requirements and for the same reporting period, the recipient will include the recipient's contribution in the appropriate formats to be provided by the Mission Controller's Office.

A final financial report is required at the completion of the agreement.

2. The Recipient will coordinate and contract annual audits for the use of AID funds under this agreement with the USAID/Bolivia Controller's Office, as described in the Standard Provision entitled "Accounting, Audit, and Records". The Recipient will request USAID/Bolivia approval for the scope of work of each audit and approval for the contractor to be selected from a pre-approved list of audit firms.
3. In the event a final audit has not been performed prior to the closeout of the Agreement, USAID will retain the right to recover an appropriate amount after fully considering the recommendations on questioned costs resulting from the final audit.
4. The Recipient is required to coordinate and submit quarterly performance reports (technical reports) to the USAID/Bolivia Technical Office (Economics Office.) The Recipient shall prepare progress reports with the U.S. Contractor and indicate progress and problems related to achieving objectives (as evidenced by the objectively verifiable indicators), deliverables, etc. during the period,

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expenditure data and activities to be completed for the next period. Expenditure data shall include the budgeted cost of work performed as well as the actual cost of work performed.

5. The Recipient shall monitor the performance under the Cooperative Agreement and, where appropriate, ensure that time schedules are being met, projected work units by time periods are being accomplished, and other performance goals are being achieved. This review shall be made for each program, function, or activity of the agreement as set forth in this award document.
6. The Recipient shall submit performance reports that briefly present the following information for each program, function, or activity involved:
 - a. A comparison of actual accomplishments with the objectives established for the reporting period, the findings of the investigation or both. If the output of programs can be readily quantified, such quantitative data should be related to cost data for computation of unit costs.
 - b. Reasons why established goals were not met.
 - c. Other pertinent information including, when appropriate, analysis and explanation of cost overruns, high unit costs or poor performance.
7. Between the required performance reporting dates, events may occur that have significant impact upon the program. In such instances, the recipient shall inform USAID as soon as the following types of conditions become known:
 - a. Problems, delays, or adverse conditions that will materially affect the ability to attain program goals, 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 USAID assistance needed to resolve the situation.
 - b. Favorable developments or events that enable time schedules to be met sooner than anticipated or more work units to be produced than originally projected.
8. The Recipient agrees to prepare and submit any and all special reports which USAID/Bolivia may reasonably request.

The Recipient shall prepare reports required by USAID in formats to be determined by USAID. For example, CUB will prepare statistical expenditure reports in formats acceptable to USAID.

9. If any performance review conducted by the Recipient discloses the need for change in the budget estimates, it can submit a request to the USAID Project Manager (Economics Office) to initiate a budget revision process.

In addition to the requirements for submission of reports mentioned above, the Recipient is expected to assist the U.S. contractor to submit to the USAID/Bolivia Project Manager the following management reports:

- a. Annual Implementation Plan (AIP)
- b. Annual Reports
- c. Final Report

F. Substantial Involvement by USAID/Bolivia

USAID/Bolivia involvement in the management of the program will include the following:

1. The Recipient shall request and receive USAID/Bolivia approval of professional and administrative staff selection procedures for personnel whose salaries are to be paid with USAID funds, prior to their use under this Cooperative Agreement.
2. The Recipient shall request and receive USAID/Bolivia approval of professional and administrative staff, whose salaries are to be paid with USAID funds, before they are hired.
3. The Recipient shall request and receive USAID/Bolivia approval of the salary increases for professional and administrative staff whose salaries are paid with USAID funds.
4. The Recipient shall request the review and written USAID/Bolivia approval of subordinate agreements or contracts under this Cooperative Agreement.
5. The Recipient shall request and receive USAID/Bolivia approval of procurement procedures prior to their use under this Cooperative Agreement. (USAID/Bolivia may also review the actual procurement documents as deemed necessary by the USAID Project Manager).
6. USAID/Bolivia will participate in project monitoring and evaluation in close consultation with the Recipient, the Contractor and the Controller General of Bolivia.

7. The mid term and final evaluations will be arranged and contracted by USAID/Bolivia and will be carried out by specialized teams/persons. The specific scopes of work for each one of the above cited evaluations will be developed at the most appropriate time in accordance with project needs.

G. Special Provisions

Employee Salary Level, Benefits, Allowances and Conditions of Employment.

Hiring/funding employees is foreseen under this Cooperative Agreement. Under any case of employment under this agreement the following will apply:

- a. It is mutually agreed that the Recipient shall hire all non-U.S. employees whose salaries are funded under this agreement with salary payments in local currency, in accordance with all applicable Bolivian labor laws regarding benefits, allowances and conditions of employment, and the Recipient's labor policies. Salary levels shall be in accordance with the employees's salary history and the established compensation plan of the Recipient and shall be agreed to in writing by the USAID Local Salary Committee and/or the Agreement Officer. Current Mission policy does not allow non-U.S. employees to be paid in dollars or at salaries in Bolivianos pegged to a set dollar amount.
- b. The Recipient shall provide to USAID/Bolivia a list of all personnel with full or part-time project responsibilities, including name, professional qualifications, salary and a brief scope of work for each.

Physical Fitness

The Recipient shall exercise reasonable precautions in assigning local employees for work under this agreement to assure that such employees are physically fit for work.

H. Indirect Cost Rate

No indirect cost rate has been proposed by the Recipient and indirect costs will not be funded by USAID/Bolivia under this agreement.

I. Closeout Procedures

This section prescribes uniform closeout procedures for this Agreement.

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The following definitions will apply for the purpose of this section:

- a. **Closeout:** The closeout of an Agreement is the process by which USAID determines that all applicable administrative actions and all required work of the agreement have been completed by the Recipient and USAID.
- b. **Date of Completion:** The date of completion is the date on which all work under the agreement 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 USAID or its representative determines to be unpayable in accordance with the applicable Federal cost principles or other conditions contained in the Cooperative Agreement.

USAID closeout procedures include the following requirements:

- a. Upon request, USAID will make prompt payments to the Recipient for allowable reimbursable costs under the Cooperative Agreement being closed out.
- b. The Recipient will immediately refund any balance or uncommitted (unencumbered) cash that USAID has advanced or paid and that is not authorized to be retained by the Recipient for use in other agreements.
- c. USAID will obtain from the Recipient within 90 calendar days after the expiration of the Agreement, all financial, performance and other reports including the final audit required as a condition of the Agreement. USAID may grant extensions when requested by the recipient.

J. Title to Property

Title to all property financed under this Cooperative Agreement shall vest in the Recipient until termination of program activities, subject to the conditions set forth in Attachment 3, Standard Provision entitled "Title to and Use of Property (Grantee Title)."

K. Authorized Geographic Code

The authorized geographic code for procurement of goods and services under this Cooperative Agreement is 000 and Local as set forth in Attachment 3, Standard Provision entitled "USAID Eligibility Rules for Goods and Services."

PROGRAM DESCRIPTION

I. Overall Purpose

Under the terms of the present Cooperative Agreement, the Recipient will, with the assistance of the U.S. Contractor selected (Harvard Institute for International Development - HIID), develop and establish two new Master's programs at Catholic University of Bolivia (CUB), and upgrade existing programs adopting modern higher education technology and, to the extent possible, establish an ongoing relationship with the U.S. Contractor under the Human Resources for Development (HRD) Project (No. 511-0631).

II. Project Background and Summary

The goal of the HRD project is to improve the effectiveness and accessibility of key democratic institutions and practices. The purpose of the project is to improve selective professional and managerial skills at the policy formulation and implementation levels in both the public and private sectors in order to assist in the transformation of the democratic and growth processes in Bolivia.

CUB and the U.S. Contractor, with funding agencies' collaboration, will develop two master's level programs: 1) Auditing/Financial Controls and 2) Public Policy and Management. The programs will build on and be integrated with existing education and training programs at CUB, particularly the graduate programs. The long-term result will be improved practices of accountability, transparency and control in the public sectors; upgraded administrative skills and auditing/financial controls in both the public and private sectors; and effective support for the structural reforms and Bolivia's democratic and development efforts.

Funds have been obligated to the Government of Bolivia (GOB) by the signature of a bilateral Grant Agreement between the GOB and USAID/Bolivia. Funds will be sub-obligated by two additional documents: 1) this Cooperative Agreement between CUB and USAID/Bolivia and 2) a technical assistance contract between USAID/Bolivia and the U.S. Contractor selected by USAID/Bolivia, CUB and the Office of the Controller General of Bolivia. Funds will be disbursed through these two documents to CUB and the Contractor to finance the costs of project implementation. Since the GOB is providing complementary funding for the project, additional agreements will be entered into by the GOB, CUB, and the selected U.S. Contractor.

III. Specific Objectives

The Recipient, with the assistance of the U.S. Contractor, under each of the following project components, will be expected to:

A. Two Master's Programs for Auditing/Financial Controls and Public Policy and Management

- Collaborate with the U.S. Contractor in the design, development and execution of curriculum plans and frameworks for each area and level of the two new graduate programs.
- Collaborate with the U.S. Contractor in the design and development of instructional materials required for carrying out the curriculum design.
- Collaborate with the U.S. Contractor in the design, development and implementation of workshops for curriculum staff and instructors in the development of curriculum modules.
- Collaborate with the U.S. institution in testing, evaluating, producing and refining curriculum and instructional materials.
- Assume responsibility in the instruction and graduation of the number of students targeted under this project from each of the two new graduate programs and existing graduate programs at CUB.
- Coordinate with the U.S. Contractor in the upgrading of approximately eight Catholic University professors for core university teaching and research, each of whom will have participated in the faculty exchange program and in-country training by Contractor advisors.

B. Short-Term Courses and Seminars

- Collaborate with the U.S. Contractor in the design, development and implementation of approximately thirty short-term sessions/courses aimed at providing training to 865 persons by the end of the life of project.
- Collaborate with the U.S. Contractor in the design and development of instructional materials for all training activities sponsored by the HRD project.

- Coordinate with the U.S. Contractor in the training of the core university professors, co-teaching with the contract team in the long and short-term components as required for the long and short-term courses and the in-service training that will be accomplished during the life of project.

C. Faculty Training

- Collaborate with the U.S. Contractor in the design of a faculty training/exchange program in the U.S., in-country and in third countries, if necessary, acceptable to USAID/Bolivia, jointly identifying participants, aimed at strengthening the academic, research, administrative skills of CUB staff.

D. Textbook and Video Acquisition, Computer Network Connection and Library Improvement

- Collaborate with the U.S. Contractor in the design of a procurement plan and a textbook and video system which supplies the quantities and quality of material appropriate for teaching, research and case study preparation for the two new graduate programs that will be established in CUB.

Coordinate jointly with the U.S. Contractor in the necessary tasks that will enable it access and actively participate in a computer network with other international university libraries connected to this system.

E. Establishment of a Marketing Program

- Collaborate with the U.S. Contractor in the establishment of a functioning marketing program to attract qualified students to the Master's programs and place the new graduates, that includes a fundraising mechanism that will support the financial sustainability of the project. Recruitment of qualified women will be emphasized as an integral part of the program.

F. Procurement of Computer Equipment, Teaching Material and other Supplies

- Assume responsibility for the timely procurement of the computer equipment and other teaching material in coordination with the U.S. Contractor.
- Assume responsibility for the timely procurement of student material for both the long and short-term programs in coordination with the U.S. Contractor

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The Recipient, with the assistance of the U.S. Contractor, will be expected to contribute to attaining the following project objectives, which support the accomplishment of the project purpose:

1. development of curricula in the two Master's programs designed specifically to meet the country's needs considering the existing situation of Bolivian professionals and of CUB's strengths and needs;
2. upgrading of the existing graduate programs which the project will build on;
3. assist in the development and execution of short courses and seminars;
4. development of admission standards for the Master's programs;
5. upgrading of full-time Bolivian faculty for the Master's programs through training abroad;
6. improvement of the library system at CUB through the addition of approximately 4,000 books (including periodicals and videos) and computer network connection;
7. making available 1,200 books to students for use in the new Master's courses;
8. establishment of a promotional program for the Master's degree programs and related academic activities;
9. design and operation of an appropriate fundraising campaign; and establishment of a student assistantship fund for graduate students to provide grants and loans to qualified students in need.

The Recipient, with the assistance of the U.S. Contractor, will be expected to contribute to attaining the following end of project status indicators which measure the accomplishment of the project purpose:

1. 169 Masters Degrees awarded in-country (94 from two new master's programs, 75 additional from existing master's programs).
2. 55 degree candidates near graduation (40 from two new master's programs, 15 additional from existing master's programs).
3. 865 individuals completed short-term specialized training through short courses in three areas (AFC, PPM and SR) in the three largest cities of Bolivia.

4. About 100 master's degree recipients hold policy making and mid-level positions (60 from two new master's programs, 40 additional from existing master's programs) in the public and private sectors.
5. Approximately 500 non-degree program participants are working in technical policy and mid-level positions.
6. 94 operational research case studies completed in the two new program areas.
7. CUB's program is sustainable financially and institutionally after conclusion of this agreement:
 - a) Income from non USAID sources is sufficient to meet costs of continuing the two master's programs.
 - b) CUB has the faculty and infrastructure necessary to continue the two master's programs.

IV. Beneficiaries

The project will provide graduate education to aspiring professionals and upgrade the skills in public administration and auditing/financial controls of professionals that are already employed.

The project is committed to educating individuals for positions of significant public responsibility at all levels of government and in the private sector. The project will also aim at auditors and accountants with relatively solid academic backgrounds from the private and public sectors who aspire to become managers with solid technical skills. A significant objective of the proposed program is to prepare qualified auditors that can later contribute to enhancing the role and effectiveness of the Office of the Controller General of Bolivia. The characteristics of the target group for the short courses are basically the same as for the Master's degree programs.

V. IMPLEMENTATION ARRANGEMENTS

The project will be implemented as an integral part of the programs of the CUB's Graduate School. CUB's representative will be a Project Coordinator appointed by the Rector. The CUB Project Coordinator and the Contractor Chief of Party will jointly exercise overall direction and control of project activities under the general policy guidance of the Rector of CUB and the USAID Project Manager, respectively.

It is expected that there will be full joint planning between the Recipient and the Contractor of all project activities, continual feedback, joint evaluation and replanning as implementation proceeds. In addition, it is expected that the Controller General of Bolivia may be involved in certain aspects of curricula development, student recruitment and other relevant activities.

An illustrative inter-relationship of the implementing organizations is shown in the following figure (Figure 1 - Page 7).

A. USAID/Bolivia

Substantial involvement by USAID/Bolivia in the present Cooperative Grant Agreement is anticipated during performance of the contemplated activities. To accomplish these tasks, USAID/Bolivia may contract with project funds a full-time Personal Services Contract Project Coordinator or implement an equivalent arrangement whereby a USAID representative will form an implementation team with the CUB Project Coordinator and the Contractor Chief of Party, and will monitor closely project activities to permit specified kinds of direction or redirection of the work because of interrelationships with other projects.

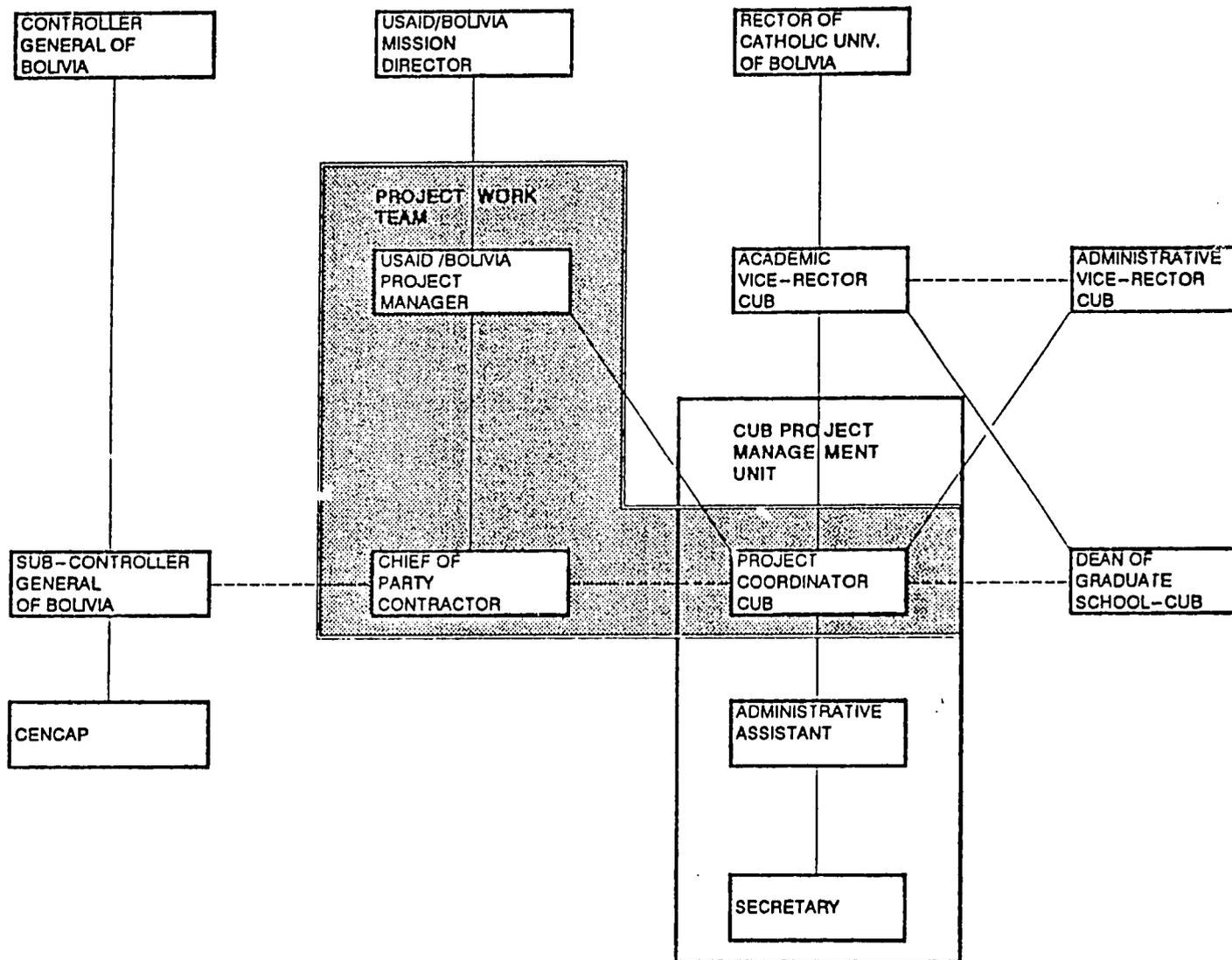
B. Catholic University of Bolivia

The Recipient will designate a Project Coordinator and will assign the dean of the graduate school and certain current faculty members to participate in the project. The Recipient will also acquire the services of additional professors to fill the gaps in the course offerings. The Recipient will provide and be responsible for operation of its own library, computer center, admission and registry functions and business activities.

The Recipient will be expected, in consultation with the Contractor's Chief of Party, to make timely decisions on matters affecting project progress. This consultation includes faculty selection, curriculum development, student admission standards and criteria, selection of faculty for training abroad, programming of short courses and determination of research programs and projects, monitor project progress and prepare necessary reports, and fulfill a key role in project evaluations.

The Recipient will be expected to establish a project management unit (PMU) headed by the full-time Coordinator (see Fig. 1).

FIGURE 1
ILLUSTRATIVE INTERRELATIONSHIP OF INSTITUTIONS
HUMAN RESOURCES FOR DEVELOPMENT PROJECT



The Recipient will be expected to provide total financing of approximately \$1.57 million during the life of the project from tuition, fees and its own revenue including some \$500,000 in-kind contribution. CUB will also be responsible for certain project infrastructure and maintenance procurement as indicated below.

In addition to the management of the project and other responsibilities referred to previously, the Recipient will be expected to provide all physical facilities, local personnel, and other resources necessary for project implementation, namely:

- a) a minimum of four full-time graduate faculty during the life of the project, two for each Master's program, to be selected in collaboration with the Contractor;
- b) adequate office space for up to two long-term resident technical advisors, six full-time professors and for other personnel required by the Contractor;
- c) classrooms for all CUB Master's programs, including the new MPPM and MA/FC programs to be established and supported by the five-year project;
- d) adequate space to expand CUB's library, and to upgrade library usage technology; and
- e) space for research activities to be developed and implemented throughout the life of the project and to continue after the direct USAID assistance to the project ends.
- f) in-country transportation of the Recipient personnel.
- g) appropriate insurance coverage for the Recipient employees.
- h) procurement for implementation of the project, including:
 - 1) computer equipment and other teaching material
 - computer hardware and software to be used by project beneficiaries and staff for academic as well as administrative purposes, and other teaching material as jointly determined by the Recipient and the Contractor.
 - 2) materials and supplies
 - in coordination with the U.S. Contractor, for the total student enrollment in the two Master's programs.
 - for about 865 short-term students participating in seminar/courses.

The Recipient will be responsible for all logistic support for its personnel. Customs clearance services may be provided by USAID/Bolivia and billed to the Recipient for items procured by the project, such as computers, books and videos and teaching material.

B.1. CUB Personnel

The suggested personnel to be furnished by CUB under this cooperative agreement are the following:

Administrative Long-Term Personnel

- a) Project Coordinator at CUB
- b) Administrative Assistant
- c) Secretary

Long-Term Faculty

Additionally, it is expected that CUB will gradually form a core faculty of at least four full-time Bolivian professors during the life of the project. Two of them will join the project in its initial stages (beginning to participate in the development of curricula), and two may join in the second year of course lecturing.

Additional Bolivian professors who may complement the academic activities of the long-term personnel and who will be contracted to teach a specific course as needed are:

- Part-time Bolivian professors in both the Auditing/Financial Control and Public Policy and Management Master's Programs

B.2. Roles and Responsibilities of CUB Personnel

The following are the expected roles and responsibilities of the key CUB project personnel.

B.2.a. Project Coordinator at CUB

- 1) Head, on a full-time basis, the Project Management Unit (PMU) at CUB acting as the counterpart to the U.S. Contractor full-time Chief of Party who together will coordinate all aspects of project implementation in consultation, when necessary, with the Office of the Controller General of Bolivia;
- 2) Assume specified, agreed to authorities and responsibilities for project implementation according to the terms and conditions specified in the Project Paper, the Grant Agreement signed with the Government of Bolivia and this Cooperative Agreement to be signed between USAID/Bolivia and CUB;

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- 3) Together with the U.S. Contractor Chief of Party, work in conceptualizing, organizing and implementing a basic work plan, identifying strengths and needs and in coordinating use of personnel;
- 4) In coordination with the U.S. Contractor Chief of Party, execute and co-manage the proposed graduate programs in auditing/financial control and public policy and management and the long and short-term training and educational programs;
- 5) With the assistance of the U.S. Contractor chief of party, formulate individual scopes of work for short-term professors, including a work plan for each;
- 6) Participate in the selection of candidates for the two master's programs and the short-term training programs;
- 7) Communicate and liaise with the Rector of CUB, the Dean of the Graduate School, USAID/Bolivia and the representative of the Office of the Controller General;
- 8) Participate in coordination of research activities utilizing and in co-managing of long-term advisors and U.S. and Bolivian professors;
- 9) Co-design and co-manage with counterparts a marketing program for graduate degree programs and short courses;
- 10) Design and execute with the assistance of the U.S. Contractor Chief of Party and CUB administration and faculty a financial plan for long-term sustainability for graduate and other programs developed under the project;
- 11) With the help of the U.S. Contractor Chief of Party, design and implement a fund raising campaign for partially financing long-term sustainability of graduate and other programs developed under the project;
- 12) Manage procurement activities assigned to CUB and assume responsibility for purchasing, receiving, storing and shipping materials including textbooks and related instructional materials;
- 13) Write all progress reports (quarterly, annual, and special) in coordination with the U.S. Contractor Chief of Party;

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- 14) Collaborate with USAID/Bolivia, the Office of the Controller General of Bolivia, and auditors in monitoring, evaluation and audits of program;
- 15) Administratively approve contract bills/invoices and exercise other authorities in Bolivia for purchases under the Agreement and assume responsibility through the end of the Cooperative Agreement for annual reports on project donated property in CUB's custody, keeping adequate property inventory verifications;
- 16) Assume responsibility for restocking current textbooks and periodicals, both for library and for sale to students.
- 17) Work in collaboration with the U.S. Contractor Chief of Party and the Dean of the Graduate School at CUB in the development of curricula plans and frameworks for each area and level of the auditing/financial control and public policy and management graduate programs, including the development of broad competencies and teaching guides for existing texts;
- 18) Organize, conduct and collaborate with the U.S. Contractor chief of party and other parties when necessary in the development of short course modules and other appropriate schemes for short-term training; and
- 19) With the assistance of the U.S. Contractor Chief of Party and coordinating with the Dean of the Graduate School at CUB, develop and refine new curricula and instructional materials, by testing and systematic evaluation; and develop standards and tests (including admission standards and tests) for the accounting/financial control and public policy and management graduate programs.
- 20) Inform USAID/Bolivia (i.e. Project Manager) of any CUB management, implementation or other decisions that may affect project designing and/or implementation.

B.2.b. Long-Term Faculty

The provision of long-term and part-time Bolivian professors will be arranged by CUB in coordination with the U.S. Contractor Chief of Party subject to the approval of USAID/Bolivia. CUB will be responsible for contract arrangements and obligations.

The team of full-time, long-term Bolivian professors will support and work with the Project Coordinator at CUB, and the long and short-term U.S. personnel in implementing the activities identified above under personnel activities, as well as any other professional areas identified in individual work plans, including training needs assessments, short-term training seminars and workshops. Additional specific activities may be developed with the advent of the U.S. Contractor in order to facilitate the attainment of desired project objectives.

B.2.c. Part-time Personnel

The part-time Bolivian professors will support and work with the Project Coordinator at CUB and the long and short-term U.S. personnel in implementing the activities identified above under personnel activities, as well as any other professional areas identified in individual work plans, including training needs assessments, short-term training seminars and workshops. Additional specific activities may be developed with the advent of the U.S. Contractor in order to facilitate the attainment of desired project objectives.

AGREEMENT

Entered between the Comptroller General's Office of the Republic of Bolivia and the President and Fellows of Harvard College, Harvard Institute for International Development (HIID), the following terms:

I. (Background)

Through the donation agreement of AID No. 511-0631, dated August 5, 1993, between the Republic of Bolivia, represented by the Ministry of Finance, Coordination and Planning and the United States of America, through the Agency for International Development (A.I.D.), it was agreed to execute a project on Human Resources Development of the private and public sectors of Bolivia, through post-graduate academic programs to be developed in the Bolivian Catholic University, with the assistance and participation of a North American entity, to be selected through public solicitation. After the latter, the proposal of the Harvard Institute for International Development (HIID) was selected.

Article four of the cited agreement (Section 4.1 b) states that the government of Bolivia will contribute to the project with approximately 600,000 U.S. dollars from loaned or donated funds by the World Bank. This contribution will be channeled through the Comptroller General of the Republic, entity in charge of the capacitation of the public services of Bolivia and which role and participation in the project is detailed in the agreement.

The Comptroller General of the Republic receives financial assistance from the World Bank for the development of the capacitation activities through the project ILACO (Law of Administration and Governmental Control) that administers the resources of the World Bank credit No.2279/BO (Public Financial Management II Project). The assistance is for the amount not to exceed \$600,000 for support of the project No. 511-0631. The utilization of these funds has been authorized by the World Bank through its representative in Bolivia through a letter dated July 27, 1993, addressed to the Technical Director of Project ILACO.

To execute the project, USAID, the Bolivian Catholic University, and HIID have entered into the following agreement and contract.

a) Agreement AID-Bolivian Catholic University

b) Contract AID-HIID

II. (Parties)

The parties under this agreement are:

- a. The Comptroller General of the Republic, represented by the Comptroller General, Lic. Marcelo Zales Barriga, and the Sub-Comptroller General, Renan Arce Munos, whom, in accordance with the Section 8.3 of the cited donation agreement, are additional representatives of the Government for the same purpose as the others.
- b. The Project ILACO, as the executing entity of the credit No. 2279/PO of the World Bank, represented by Lic. Jose Manuel Palenque, in his role as Technical Director of the same.
- c. Harvard Institute for International Development HIID, represented by Mr. Richard Pagett and the President and Fellows of Harvard College, represented by Ms. Kathaleen Mercier.

III. (Objective)

The Comptroller General of the Republic, through the administration of the Project ILACO, is hereby obligated to provide the funds to finance partially the personal services of the Deputy Chief of Party, identified in the Post-Graduate Program, along with all appropriate expenses to support the program including overhead of HIID, for a total not to exceed \$582,180, as detailed in Attachment No.1.

These funds will be disbursed by ILACO to HIID in eight quarterly payments of \$72,772.50 each, upon execution of this agreement, in accordance with the requirements and mechanisms for disbursement of ILACO, as identified in Attachment No. 2.

These disbursements are subject to the submission by HIID of quarterly reports, which may be the same that are submitted to USAID/Bolivia, only if they include the work accomplished by the Deputy Chief of the Party.

IV. (Submission and Acceptance of Project Documents)

Except as stipulated in this agreement, the parties hereto agree to the terms, conditions, rights and obligations established in the documents described in Clause I. The parties hereto in the City of La Paz, Republic of Bolivia, execute this agreement the 27th day of April 1994 in sextuples.

FOR THE COMPTROLLER GENERAL OF THE REPUBLIC

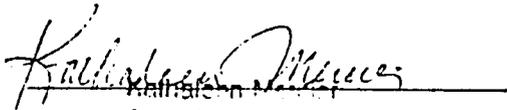


Marcelo Zalles
Comptroller General of the Republic



Sr. Juan Sánchez
SUB-CONTRALOR GENERAL
CONTRALORIA GRAL. DE LA REPUBLICA

FOR THE PRESIDENT AND FELLOWS OF HARVARD COLLEGE AND THE
HARVARD INSTITUTE FOR INTERNATIONAL DEVELOPMENT

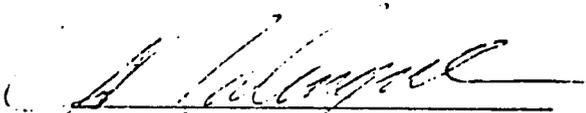


Kathleen M. Meles
Associate Director
Office for Sponsored Research
Harvard University



Richard Pagett
Executive Director HIID

FOR THE PROJECT "LAW OF ADMINISTRATION AND GOVERNMENTAL
CONTROL" (ILACO)



José Manuel Palenque
Director SAFCO/ILACO

PROYECTO DE DESARROLLO DE RECURSOS HUMANOS

RESUMEN DE COSTOS DEL "DEPUTY CHIEF OR PARTY" (REVISION 11 ABRIL 94)

DESGLOSE DE LA CONTRIBUCION DEL GOBIERNO DE BOLIVIA

U S \$

Descripción	T a s a	Año 1	Año 2	Total Costo	Referencia
Sueldos y Salarios		\$104.975	\$ 85.598	\$190.573	Programa A:LT
Beneficios Complementarios	29.79%	\$ 31.272	\$ 25.500	\$ 56.772	
TOTAL SALARIOS Y BENEFICIOS		\$136.247	\$111.098	\$247.345	
"Overhead"	46.75%	\$ 63.695	\$ 51.938	\$115.634	Programa B:LT Programa G:LT
Subsidios/Traslado		\$ 94.355	\$ 38.762	\$ 95.909	
Otros Costos Directos		\$ 7.904	\$ 3.995	\$ 11.899	
SUB-TOTAL		\$302.201	\$205.794	\$470.787	
Costos y Gastos Generales	15.57%	\$ 47.053	\$ 32.042	\$ 73.302	
TOTAL COSTOS ANTES DE HONORARIOS		\$349.254	\$237.836	\$544.089	
Honorario Fijo	7.00%	\$ 24.448	\$ 16.649	\$ 38.086	
TOTAL COSTOS MAS HONORARIOS		\$373.702	\$254.484	\$582.175	

ATTACHMENT NO. 2

PROCEDURES FOR REIMBURSEMENT

1. HIID will request in writing from the Comptroller General's Office of the Republic (CGR), the required disbursements in accordance with the stipulations of the agreement appropriately supported.
2. CGR will request in writing, within three working days, from the Technical Director of the Project ILACO, the transfer of the corresponding funds, and will charge the credit number 2279 agreed between the Republic of Bolivia and the World Bank (IDA) except in the case where observation might exist, which will be communicated immediately in writing to HIID.
3. The Technical Director of ILACO will request from the World Bank the corresponding request to transfer the funds to the account of HIID in the United States of North America.
4. The Technical Director of the Project ILACO will inform CGR the effective day of the fund's transfer to HIID. A copy of the transfer will be mailed to HIID by CGR.

CONVENIO

Suscrito entre la Contraloría General de la República de Bolivia y Harvard Institute for International Development (HIID) de Harvard University, en los siguientes términos:

I. (ANTECEDENTES)

Mediante Convenio de Donación AID N° 511-0631, de fecha cinco de agosto de 1993, suscrito entre la República de Bolivia representada por los Ministros de Finanzas y Planeamiento & Coordinación y los Estados Unidos de Norteamérica, a través de la Agencia para el Desarrollo Internacional (USAID), se acordó la ejecución de un Proyecto de Desarrollo de Recursos Humanos de los sectores público y privado de Bolivia, mediante un programa académico de post-grado a desarrollarse en la Universidad Católica Boliviana, con la asistencia y participación de una entidad norteamericana a ser seleccionada previa licitación pública. Cumplida esta última, se seleccionó la propuesta de Harvard Institute for International Development (HIID).

El citado Convenio en su artículo 4, Sección 4.1. b) prevé que el Gobierno de Bolivia, contribuirá al Proyecto con aproximadamente US\$ 600.000.- de fondos prestados o donados por el Banco Mundial.

Esta contribución será canalizada por la Contraloría General de la República, entidad encargada de la capacitación de los servidores públicos de Bolivia y cuyo papel y participación en el proyecto está detallada en el Convenio.

La Contraloría General de la República recibe asistencia financiera del Banco Mundial para el desarrollo de sus actividades de capacitación a través del proyecto ILACO (Implantación de la Ley de Administración y Control Gubernamentales), que administra los recursos del crédito del Banco Mundial N° 2279/BO (Public Financial Management II Project). Esta asistencia prevé un monto de hasta US\$ 600.000 dólares como soporte al proyecto N° 511-0631. La utilización de estos fondos ha sido autorizada por el Banco Mundial a través de su representante en Bolivia, mediante nota de fecha 27 de julio de 1993, dirigida al Director Técnico del Proyecto ILACO.

A los efectos de la ejecución del proyecto, USAID, la Universidad Católica Boliviana y HIID han suscrito los siguientes convenios y contratos:

- a) Acuerdo USAID - Universidad Católica Boliviana
- b) Contrato USAID - HIID

II. (PARTES)

Intervienen en la suscripción de éste Convenio:

- a. La CONTRALORIA GENERAL DE LA REPUBLICA DE BOLIVIA, representada por el Contralor General, Lic. Marcelo Zalles Barriga y el Subcontralor General, Ing. Renán Arce Muñoz, quienes, de acuerdo con la Sección 8.3 del citado Convenio de Donación son representantes adicionales del Gobierno para todo propósito pertinente al mismo.
- b. El Proyecto ILACO, como unidad ejecutora del crédito N° 2279-BO del Banco Mundial, representada por el Lic. José Manuel Palenque en su calidad de Director Técnico del mismo.
- c. Harvard Institute for International Development HIID, representada por el señor Richard Pagett y Harvard University representada por Ms. Kathaleen Mercier.

III. (OBJETO)

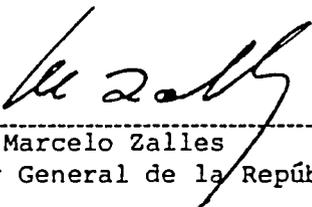
La CONTRALORIA GENERAL DE LA REPUBLICA, a través de la administración del proyecto ILACO, se obliga a aportar fondos para financiar parcialmente los servicios personales del "Deputy Chief of Party", previstos en el programa de post-grado, así como los correspondientes gastos de soporte al programa y "overhead" de HIID, hasta un monto total de US\$ 582,180 tal como se detalla en el Anexo N° 1.

Estos fondos serán desembolsados por ILACO en favor de HIID en ocho (8) cuotas trimestrales de US\$. 72,772.5 cada una, a partir de la suscripción del presente Convenio, de acuerdo con los requisitos y mecanismos de desembolso previstos por ILACO, que figuran en el Anexo N° 2. Estos desembolsos están sujetos a la presentación por HIID de informes trimestrales, que podrán ser los mismos que los que se presenten a USAID/Bolivia, siempre y cuando incorporen las tareas cumplidas por el "Deputy Chief of Party".

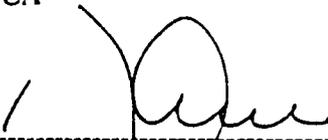
IV. (REMISION A DOCUMENTOS DEL PROYECTO Y ACEPTACION)

Exceptuando lo estipulado en este Convenio, las partes que lo suscriben se remiten a todos los términos, condiciones, derechos y obligaciones establecidas en los documentos del programa descritos en la cláusula I. En conformidad suscriben en la ciudad de La Paz, República de Bolivia a los 27 días del mes de abril de 1994 en seis ejemplares.

POR CONTRALORIA GENERAL DE LA REPUBLICA



 Lic. Marcelo Zalles
 Contralor General de la República

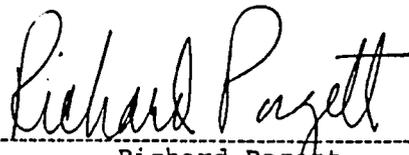


 Ing. Prudencio Muñoz
 SUB-CONTRALOR GENERAL
 CONTRALORIA GRAL. DE LA REPUBLICA

POR HARVARD INSTITUTE FOR INTERNATIONAL DEVELOPMENT (HIID)
 HARVARD UNIVERSITY



 Kathaleen Mercier
 Associate Director
 Office for Sponsored Research
 Harvard University



 Richard Pagett
 Director Ejecutivo HIID

POR PROYECTO "IMPLANTACION DE LA LEY DE ADMINISTRACION Y CONTROL GUBERNAMENTALES" (ILACO)



 Lic. José Manuel Palenque
 Director SAFCO/ILACO

PROYECTO DE DESARROLLO DE RECURSOS HUMANOS

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PROCEDIMIENTO DE DESEMBOLSOS

1. HIID solicitará por escrito a la Contraloría General de la República (CGR), los requerimientos de desembolsos de conformidad a lo estipulado en el Convenio, debidamente sustentados.
2. La CGR procederá en un plazo de tres días hábiles a solicitar por escrito a la Dirección Técnica del Proyecto ILACO, la transparencia de los fondos correspondientes con cargo al crédito 2279 suscrito entre la República de Bolivia y el Banco Mundial (IDA), excepto en caso de existir observaciones, las mismas que serán inmediatamente comunicadas por escrito a HIID.
3. La Dirección Técnica del ILACO efectuará ante el Banco Mundial, la correspondiente solicitud de transferencia de fondos a la cuenta de HIID en los Estados Unidos de Norteamérica.
4. La Dirección Técnica del Proyecto ILACO informará a la CGR la fecha efectiva de la transferencia de fondos en favor de HIID. Copia de este informe será enviado a HIID por la CGR.