

PD-ABK-699
93416

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON D C 20523

SEP 29 1989

Craig S. Oliver
International Development Management Center
Room 2349 Computer and Space Sciences Building
University of Maryland
College Park, Maryland 20742-2441

Subject: Cooperative Agreement No. ANE-0249-A-00-9042-00
Regional Human Capital and Institutional Development

Dear Mr. Oliver:

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 provides to the International Development Management Center (hereinafter referred to as "IDMC" or Recipient") the sum of one hundred fifty three thousand two hundred dollars (\$153,200) in support of a project entitled the "Regional Human Capital and Institutional Development Strategy", as more fully described in 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 through the estimated completion date of September 29, 1992. Funds disbursed by A.I.D. but uncommitted by the Recipient at the expiration of this period shall be refunded to A.I.D.

The total estimated amount of the program is \$2,589,099, of which \$153,200 is hereby obligated. A.I.D. shall not be liable for reimbursing the Recipient for any costs in excess of the obligated amount. However, subject to the availability of funds, and program priorities at the time, A.I.D. may consider providing additional funds during the Cooperative Agreement period up to a maximum of \$2,435,899.

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

IDMC COOPERATIVE AGREEMENT NO. ANE-0249-A-00-9042-00

Please acknowledge receipt and acceptance of this Cooperative Agreement by signing all copies of this Cover Letter, retain one set for your files, and return the remaining copies to this office, being sure to return all copies marked "Funds Available".

Sincerely,



Judith D. Johnson
Grant Officer
Overseas Division
Office of Procurement

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

ACKNOWLEDGED:

INTERNATIONAL DEVELOPMENT MANAGEMENT CENTER

BY: _____

TYPED NAME: _____

TITLE: _____

DATE: _____

FISCAL DATA

| | <u>A</u> | <u>B</u> | <u>C</u> |
|---------------------------|---------------------|-------------------------|-----------------------------|
| A.PIO/T No.: | 398-0249-3-9631016 | 3-9631019 | 3-9631016 |
| Appropriation No.: | 72-1191021.3 | 72-1191021.3 | 72-1191021 |
| Budget Plan Code: | QDNA-89-37398-JG-62 | QDNA-89-37398-KG62 | QDNA-89- 37398-JG- 62 |
| This obligation: | \$76,994 | \$26,206 | \$50,000 |
| Total Estimated Amount | \$2,589,099 | | |
| Allotment No.: | 943-63-398-00-39-91 | 943-63-398-00-61 -91 | 943-63 398-00 39-91 |
| DUNS Number: | 18 690 8307 | | |
| Technical Office: | ANE/TR/ARL | | |
| Funding Source: | AID/W | | |

FUNDS AVAILABLE
Gloria Craig
SEP 30 1989
o/c 4190
Program Acctg Fin Division
Office of Financial Management

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- A. The purpose of this agreement is to enhance IDMC's research and development capability in the areas of human and institutional development, and support the operationalization of the ANE/TR/ARD Agricultural Strategy. The results of IDMC work funded by the agreement will provide advances in the knowledge base in critical areas of ARD's portfolio, while delivering top-quality research, applied experimentation and technical cooperation.
- B. The principal area of collaboration of this agreement is completing and disseminating guidance in the area of institutional sustainability of higher agricultural education institutions as well as a range of other agricultural institutions. As an applied research activity, this initiative will provide a methodology for conducting institutional sustainability assessments and guidelines for enhancing the sustainability of development project and program benefits. These products will benefit the region's agricultural and rural development officers by improving program and project performance through the establishment of institutional mechanisms which enhance flexibility and responsiveness, increased return on institutional investments, and strengthened development initiatives.

Given that research and practical application experience are tightly linked, it is anticipated that the pilot studies will generate increased interest and further work on the part of A.I.D Missions.

- C. Further collaboration will include examination of the host-country agencies responsible for implementing A.I.D initiatives, and efforts to broaden debate and improve coordination between various interested, affected institutions. This action will build on the pilot applications of the institutional sustainability work and other applied experimentation developed under the cooperative agreement. Another key area will be to strengthen dialogue and substantive input of a number of new constituency groups and private and public institutions that will play increasingly important roles in shaping ARD's human capital and institutional development agenda for the coming decade. IDMC will provide facilitation and technical input into the planning and implementation of activities designed to encourage the contribution of these groups to ANE/TR/ARD programs.
- D. The work undertaken through the Cooperative Agreement will include the following:

1. Revise and present methodology to A.I.D./Washington and ANE missions for conducting institutional sustainability assessments (November 1989).

2. Complete and present to A.I.D./Washington and ANE missions at least five pilot studies applying the institutional sustainability analytical framework (November 1989).

3. Prepare and disseminate a document for A.I.D./Washington and ANE missions containing guidelines for enhancing the sustainability of project and program benefits (June 1990).

4. Conduct research and applied experimentation on incorporating lessons of the institutional sustainability study into ANE mission efforts to improve linkages and coordination between host-country agencies responsible for implementing A.I.D. initiatives (June 1991).

5. Provide facilitation and technical support to ANE/TR/ARD and ANE missions in identifying and implementing specific activities to operationalize its agricultural development strategy (September 1989-June 1992).

6. Conduct research and applied experimentation for ANE/TR/ARD and ANE missions on issues related to human capital and institutional development strategy, within the framework of the ARD strategy (September 1989-June 1992).

7. Support ANE/TR/ARD and ANE mission efforts to strengthen dialogue with new constituency groups through facilitation and technical support in planning and implementing new activities in this area (September 1989-June 1992).
 8. Participate in the planning and implementation of the 1991 Agriculture and Rural Development Officers Conference (February 1991).
 9. Meet regularly with ARD leadership to formulate work plans, review recent developments, monitor implementation status, and modify ongoing activities as appropriate. Prepare annual work plans, the first to be negotiated within the first thirty days of the execution of this cooperative agreement. During the second and third years of the agreement, submit work plans two months prior to the starting year. These work plans will specify performance benchmarks to be monitored on a quarterly basis (more frequently if requested by ARD leadership). At the end of the third year of the agreement, a final report (20 copies) will be submitted to ARD.
 10. The Cooperative Agreement will serve to operationalize the Strategy through IDMC's applied research and technical support of ANE in: 1) completing the development and dissemination of agency guidance in institutional sustainability; 2) strengthening problem management within host-country ministries and broadening the debate and coordination between affected parties; and, 3) developing meaningful linkages with new constituency groups, the private sector and other institutional entities that will play a key role in shaping ANE/TR/ARD's agenda in the coming decade. The cooperative agreement will provide mutual benefits and cross-fertilization that will enhance IDMC's capability as a Land Grant based center of excellence in human capital and institutional development, and support ARD's leadership role in responding to the development challenges of the 1990s.
- E. The challenges facing agricultural development work in Asia and the Near East have never been greater. While agricultural production is higher than it has ever been, the threat of growing population, increasing inequity and environmental degradation dramatizes the limitations of maintaining present trends and the urgency for new directions. The accelerating pace of change, brought on by new technology, increased world trade, and environmental awareness, requires adaptation and new agility on the part of policies, institutions, and their programs. The overriding issue has become one of promoting sustained economic growth, while enhancing equity and conservation of the natural resource base. Solutions must encompass the entire agricultural system, including policies, institutions, inputs, production, and distribution.

The ANE Agricultural Strategy and Analytical Agenda, developed in cooperation with IDMC, sets a human capital and institutional development agenda to address these challenges by involving a range of public and private institutions, strengthening their internal management and external coordination, and strengthening the institutions' capacity for continued performance (i.e., institutional sustainability) of key organizational functions.

The cooperative agreement will build on and continue support of A.I.D's comparative advantage in the important areas of human capital and institutional development, and will contribute to maintaining A.I.D's leadership role in the international donor community in these areas. The collaboration will also serve as a model for other University of Maryland programs and other Land Grant Universities for establishing productive long-term cooperative efforts with A.I.D.

A detailed description of the scope of work is herewith attached from the proposal submitted by IDMC which is incorporated by reference.

- F. The funding for the activities undertaken through this cooperative agreement will be divided between A.I.D/Washington, Bureau Missions and the University of Maryland. Subject to availability of funds, A.I.D/Washington will contribute \$125,000 per year over the three years. The Cooperative Agreement allows for contributions of up to \$2.25 million from Missions for matters of institutional sustainability. In addition to the AID/Washington contributions and mission allowances for anticipated contributions, \$85,000 will be provided by the University of Maryland.
- G. For the first year of the Agreement, approximately 75% of the budget will be dedicated to the area of institutional sustainability, and 25% to the areas of operationalizing the ANE strategy in the areas of institutional and human capital, and in incorporating new constituency groups into ANE/TR/ARD programs. The breakdown for years two and three will be determined in the annual work plans.

ARTICLE II - FUNDS OBLIGATED, PAYMENT, AND ESTIMATED COST

A. Funds Obligated: The amount obligated by this Agreement is \$153,200. It is anticipated that this amount will support Recipient performance of the Program Description through November 30, 1989.

B. Payment: Payment shall be made to the Recipient in accordance with the procedures set forth in Attachment 3, Standard Provision No. 1, entitled "Payment - Letter of Credit". Submission of Standard Forms, supported by a summary of expenses incurred by line item through the previous period, the current period, and total to date, to the A.I.D. Controller shall be directed as follows:

PFM/FM/CMPD.DCB
Room 700 SA-2
Washington, D.C. 20523-0209

C. Total Estimated Costs: The total estimated cost of this agreement is \$2,589,099.

ARTICLE III - SUBSTANTIAL INVOLVEMENT

It is understood and agreed that A.I.D. shall be substantially involved during the implementation of this Cooperative Agreement, as follows:

- A. Collaborative development and approval of annual work plans. Submission and review of research output resulting from activities specified in this Agreement.
- B. Following completion of conceptual model revision, A.I.D. will review draft guidelines.
- C. Approval of reports stipulated in this Agreement.
- D. Approval of international travel.
- E. The Recipient will collaborate with ANE/TR/ARD on objectives, agenda, design and flow of the 1991 ANE ARDO Conference, including collaboration on ANE Strategy development to assure minimum requirements are met for the conference to be a success.

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F. The Recipient will collaborate with A.I.D. to plan a telecomputer conference.

G. Collaborate with ANE/TR/ARD to draft a cable immediately following the conference.

H. Review recent developments.

ARTICLE IV - PERIOD OF AGREEMENT

A. The effective date of this agreement is the date of the Agreement Letter and the estimated expiration date is September 29, 1992.

B. Funds obligated hereunder are available for program expenditures for the estimated period from the effective date until September 29, 1992 as shown in the Financial Plan in Article VII below.

ARTICLE V - REPORTING REQUIREMENTS

A. A.I.D. requires annual work plans, the first to be negotiated within the first thirty days of the execution of this cooperative agreement. One copy of each workplan shall be submitted to the Project Manager and one to the Grant Officer. Workplans will include implementation inputs such as specific budgets, personnel inputs, use of outside consultants, (where consultants can be identified, the recipient will provide bio Data Forms) travel plans, workshops, conference, meetings etc.

Workplans will relate such implementation data to the elements of the program description and the recipients proposal.

B. During the second and third years of the agreement, Recipient will submit work plans two months prior to the starting year. These work plans will specify performance benchmarks to be monitored on a quarterly basis (more frequently if request by A.I.D.).

C. A.I.D. requires a project progress report to be submitted by the Recipient by the end of the month following completion of the quarter. The report will be submitted in six copies to ANE/TR/ARD.

D. A final report will be submitted to ANE/TR/ARD at the end of the third year of the agreement (20 copies).

ARTICLE VI - ESTABLISHMENT OF OVERHEAD RATE

Pursuant to the Standard Provision of this Cooperative Agreement entitled "Negotiated Overhead Rates - Predetermined", a rate or rates shall be established for each of the Recipient's accounting periods during the term of this Agreement. Pending establishment of final indirect cost rates for the initial period, provisional payments on account of allowable indirect costs shall be made on the basis of the following negotiated provisional rate applied to the base which is set forth below.

*end of Jan
per*

| <u>Type</u> | <u>Rate</u> | <u>Base</u> | <u>Period</u> |
|---------------|-------------|-------------|--------------------------|
| Predetermined | 25% | * | 9/25/89 until amended |

*Base = Total direct costs less items of equipment costing in excess of \$500. The portion of each individual subgrant and subcontract in excess of \$25,000, capital alteration and renovations, stipend, tuition payment and rental cost of off-campus facilities.

ARTICLE VII - FINANCIAL PLAN

A. The budget shown below is illustrative and includes local cost financing items, which are authorized. Revisions to this Plan shall be made in accordance with Standard Provisions of this Agreement, entitled "Revision of Grant Budget."

A.I.D. Estimated Budget

| | <u>Fr:9/25/89</u> <u>To:9/24/90</u> | <u>9/25/90</u> <u>9/24/91</u> | <u>9/25/91</u> <u>9/24/92</u> | <u>Total</u> <u>9/25/89</u> <u>9/24/92</u> |
|----------------|--|----------------------------------|----------------------------------|--|
| Salaries | \$378,478 | \$383,351 | \$370,449 | \$1,132,278 |
| Travel | 193,508 | 255,997 | 222,496 | 672,001 |
| Communications | 20,000 | 40,000 | 25,000 | 85,000 |
| Other | 28,000 | 58,000 | 72,000 | 158,000 |
| Direct Cost | | | | |
| Overhead | 157,497 | 190,587 | 193,736 | 541,820 |
| Total | \$777,483 | \$927,935 | \$883,681 | \$2,589,099 |

IDMC ESTIMATED BUDGET

| | | | | |
|----------|-----------|-----------|-----------|-----------|
| Salaries | \$ 10,000 | \$ 25,000 | \$ 50,000 | \$ 85,000 |
|----------|-----------|-----------|-----------|-----------|

B. The Recipient agrees to furnish data which the Agreement Officer may request on costs expended or accrued under the Cooperative Agreement in support of the budget information provided herein.

C. Recipient agrees to provide support to this project in the appropriate amount of \$85,000. (See Standard Provision entitled "Cost Sharing/Matching")

ARTICLE VIII - SPECIAL PROVISIONS

A. Title to Property

Title to all property financed under this Agreement shall vest in the Recipient, subject to the conditions of the Standard Provision entitled, "Title To and Use of Property (Grantee Title)."

B. Authorized Geographic Code

The authorized Geographic Code for procurement of goods and services under this Agreement is "000".

C. Logistic Support

All authorized logistic support will be provided by the Recipient with the exception of office space and office equipment for long-term institutional development specialist, which will be provided by A.I.D.

D. The Recipient shall put the following information on each voucher submitted under this Agreement:

Cooperative Agreement No.: ANE-0249-A-00-9042-00
Project No.: 398-0249
Project Office ANE/TR/ARD
PIO/T No.:

E. Direct compensation of personnel will be reimbursable in accordance with the established policies, procedures and practices of the Recipient and the provision of the applicable cost principles, entitled, "Compensation for Personal Services". Such policies, procedures and practices shall be the same as used in contracts and/or grants with other Government agencies and accepted by the cognizant U.S. Government agency assigned primary audit responsibility, shall be in writing and shall be made available to the Agreement Officer, or his/her designated representative, upon request. Compensation (i.e., the employee's base annual salary) which exceeds the maximum level of the Foreign Service 1 (FS-1) (or the equivalent daily rate), as from time to time amended, will be reimbursed only with the approval of the Agreement Officer.

F. Use of Consultants is authorized hereunder pursuant to approved workplans (See Article V.A.) Compensation shall not exceed highest salary over last three years, (3 years) or the FS-1 without specific prior approval of the Grant Officer.

G. The Recipient may not send individuals outside the United States to perform work under the Cooperative Agreement or allow travel by Regional Representatives to the United States or other regions, without the prior written approval of the CTO.

ARTICLE IX - STANDARD PROVISION

The Standard Provisions contained in Attachment 3 are applicable to this Agreement.

Attachment 2:

TECHNICAL PROPOSAL

ANE/AID - IDMC/UNIVERSITY OF MARYLAND COOPERATIVE AGREEMENT

on

"ANE Human and Institutional Development"

Program Description

The purpose of the direct cooperative agreement between ANE/TR/ARD and UM/IDMC is to enhance IDMC's research and development capability in the areas of human and institutional development, and support the operationalization of the ANE/TR/ARD Agricultural Strategy. The results of IDMC work funded by the agreement will provide advances in the knowledge base in critical areas of ARD's portfolio, while delivering top-quality research, applied experimentation and technical cooperation.

The principal area of collaboration of this agreement is completing and disseminating guidance in the area of institutional sustainability of higher agricultural education institutions as well as a range of other agricultural institutions. As an applied research activity, this initiative will provide a methodology for conducting institutional sustainability assessments and guidelines for enhancing the sustainability of development project and program benefits. These products will benefit the region's agricultural and rural development officers by improving program and project performance through the establishment of institutional mechanisms which enhance flexibility and responsiveness, increased return on institutional investments, and strengthened long-term capacity of developing countries to undertake development initiatives.

Given that research and practical application experience are tightly linked, it is anticipated that the pilot studies will generate increased interest and further work on the part of AID missions.

Further collaboration will include examination of the host-country agencies responsible for implementing AID initiatives, and efforts to broaden debate and improve coordination between various interested, affected institutions. This action will build on the pilot applications of the institutional sustainability work and other applied experimentation developed under the cooperative agreement. Another key area will be to strengthen dialogue and substantive input of a number of new constituency groups and private and public institutions that will play increasingly important roles in shaping ARD's human and capital and institutional development agenda for the coming decade. IDMC will provide facilitation and technical input into

the planning and implementation of activities designed to encourage the contribution of these groups to ANE/TR/ARD programs.

Proposed Activities

The proposed ANE/UM Cooperative Agreement activities are described below by program category and detailed level of effort. This level of effort agrees with the total level of effort shown in the Cost Proposal for the three year period. This program description includes proposed activities which are anticipated to be initiated by the USAID Missions.

1. Sustainability Assessment Methodology (September 1989- November 1989)

Revise and present a methodology to AID/Washington and ANE missions for conducting institutional sustainability assessments. AID Working Group will review revised conceptual framework, pilot applications, executive summary of ISI and ANE Institutional Excellence policy paper at October 1989 meeting. Following this meeting, documents will be revised accordingly by IDMC Team (manager, two methodologists and technician) in preparation for November 1989 Sustainability Workshop. This one-day workshop will involve AID Working Group, IDMC Team and a panel of outside experts from the academic, governmental and private sectors, and will take place at the University.

2. Sustainability Pilot Studies (September 1989 - November 1989)

Complete and present to AID/Washington and ANE missions at least five pilot studies applying the institutional sustainability analytical framework. This report will provide the most detailed account of ISI pilot applications. Report will be based on information available from the data base developed for pilot applications of model. In addition to reporting these pilot cases, two methodologists will examine another five cases from AID/Devres Sustainability study by recoding the cases according to variables elaborated in ISI conceptual model.

3. Sustainability Guidelines (November 1989 - September 1990)

Prepare and disseminate a document for AID/Washington and ANE missions containing guidelines for enhancing the sustainability of project and program benefits. Following completion of conceptual model revision, prepare draft guidelines for review by AID Working Group, and key AID/Washington and ANE mission stakeholders. Work closely with ANE, PPC and other key bureaus to present guidelines in format most appropriate to needs of ANE agricultural and rural development officers and other AID project officers.

4. ANE Field Mission Sustainability Support (September 1989 - September 1991)

Conduct research and applied experimentation on incorporating lessons of the ISI into ANE mission efforts to improve linkages and coordination between host-country agencies responsible for implementing AID initiatives. Based on efforts of one IDMC specialist for 2-3 weeks in the following countries: Bangladesh, Pakistan, Egypt, Nepal, Jordan, Indonesia and Thailand.

5. ANE Strategy Implementation Support (September 1989 - September 1992)

Conduct facilitation and technical support of ANE/TR/ARD and ANE missions in identifying and implementing specific activities to operationalize its agricultural development strategy, specifically in the areas of human capital and institutional development, and agribusiness. Based on preliminary discussions with ANE/TR/ARD, anticipate technical services of 1-2 IDMC specialists for 2-3 professionals for 2-4 weeks with the following ANE missions: Egypt, Oman, Pakistan, Thailand, Philippines, Nepal, Morocco, Indonesia, South Pacific and Bangladesh.

6. Human and Institutional Development Research (September 1989 - September 1992)

Conduct research and applied experimentation for ANE/TR/ARD and ANE missions on issues related to agribusiness and human capital and institutional strategy. Based on preliminary discussions with ANE/TR/ARD, anticipate technical services of one IDMC specialist for 1-2 weeks in the following countries: Thailand, Morocco, Indonesia, Pakistan, Philippines, Egypt, Oman, Nepal, Bangladesh and South Pacific.

7. Technical Facilitation and Support (September 1989 - September 1992)

Support ANE mission efforts to strengthen dialogue with new constituency groups through facilitation and technical support in planning and implementing new activities in this area. Based on preliminary discussions with ANE/TR/ARD, two IDMC specialists will conduct 2-4 week workshops on Team Planning and Strategic Planning for ANE missions and ANE host-country private and public sector institutions in the following countries: Thailand, Bangladesh, Pakistan, Nepal, Indonesia, Egypt and Jordan.

8. ARDO Conference (February 1990 - February 1991)

Participate in the planning and implementation of the 1991 Agriculture and Rural Development Officers Conference (ARDO). Collaborate with ANE/TR/ARD on objectives, agenda, design and flow of the 1991 ANE ARDO Conference, including collaboration on

ANE Strategy development to assure minimum requirements are met for the conference to be a success. Collaborate with ANE to plan a telecomputer conference among ANE ARDO's and ANE/TR/ARD to begin to synthesize field comments on strategy implementation. Provide experts who will serve as resource people at the conference and conduct technical sessions (including the keynote address) in different subject areas. Assist in the conduct of the Conference. Prepare a handbook and have copies for distribution to all participants at the conference. Manage preparation and distribution of materials prior to and during the conference. Manage the conference. Manage administrative and logistical arrangements for the conference. Collaborate with ANE/TR/ARD to draft a cable to the field immediately following the conference. Prepare a final conference report.

9. Work Planning and Review (September 1989 - September 1992)

Meet regularly with ARD leadership to formulate work plans, review recent developments, monitor implementation status, and modify ongoing activities as appropriate. Prepare annual work plans, the first to be negotiated within the first thirty days of the execution of this cooperative agreement. During the second and third years of the agreement, submit work plans two months prior to the starting year. These work plans will specify performance benchmarks to be monitored on a quarterly basis (more frequently if requested by ARD leadership). At the end of the third year of the agreement, a final report (20 copies) will be submitted to ARD.