

**UNIVERSITY NETWORK OF EDUCATION AND TRAINING IN
INFRASTRUCTURE PRIVATIZATION AND REGULATION**

(TC-99-04-01-0-RG)

EXECUTIVE SUMMARY

BENEFICIARIES:	Beneficiaries are: Five Universities from the region that will receive funding for demonstration projects. Also 250 LAC professionals per year who will receive training in regulation, privatization and finance. The countries in the region who will have better regulated enterprises and increased economic welfare.		
EXECUTING AGENCY:	The IDB, through five competitively selected LAC Universities.		
PROGRAM COST AND FINANCING:	Modality:	Grant under the Human Resources Facility (Facility II).	
	MIF Grant:	US\$	2,800,000
	Local Counterpart:	US\$	1,400,000
	Total:	US\$	4,200,000
IMPLEMENTATION TIMETABLE:	Period of Execution:	42	months
	Period of Disbursement:	45	months
SPECIFIC OBJECTIVES:	The general objective is to build regional training capacity in infrastructure privatization, regulation and finance and to create synergy among the Universities in the region for strengthening their relevant expertise. Specific objectives are: (i) increase the availability and relevancy of training in regulation and financing of infrastructure services throughout Latin America and the Caribbean; (ii) improve the supply of training materials/case studies and instructors throughout the region in the targeted areas; and (iii) develop and support a network of institutions in the region capable of delivering quality training in these areas.		
DESCRIPTION:	The project consists of two components: (i) demonstration projects and (ii) training of faculty and network development. The <i>first component</i> is intended to increase the availability and relevancy of training in regulation, privatization and financing of infrastructure services; and develop and support a network of institutions in the region capable of delivering quality training in these areas. Universities from the region would be invited to submit detailed		

project proposals, through a competitive bidding process, that would define how they propose to develop courses that are consistent with their institution's client base and address how to implement regulation, manage public-private partnerships, and define processes and strategies for concessions.

The *second component* is designed to improve the supply of training materials, case studies and instructors in the targeted areas. The Bank will competitively contract a University with demonstrated capacity in the area of training in infrastructure privatization and regulation to act as an Institutional Partner for, among other things, the design and delivery of tailored-made workshops on curriculum development and teaching strategies for faculty participating in the program; individual and group consultations and collaboration on cases, curriculum, teaching and research issues; and the provision of content over a three year period to a project web site that will contain full cases, bibliographies, names of relevant experts, and other state of the art materials to assist researchers, professors and practitioners.

**ENVIRONMENTAL
IMPACT:**

The Technical Review Group at a meeting on June 29, 1999 reviewed the project, and there were no suggested modifications to the document.

**BENEFITS AND
RISKS:**

A major benefit is the project's contribution to easing the constraint of lack of sufficient regulatory capacity and expertise in LAC. Indeed, the project is designed, among other things, to improve the quality of regulatory agencies in LAC by developing five Universities in the region as centers of excellence in the training and research on regulatory, privatization and project finance issues. The need for training in particular is vast. In the last decade, almost every country in the region has established three or four regulatory agencies at the national level and a host of counterparts at the provincial level. Brazil, for example, has two major regulatory agencies at the federal level (one for telecommunications and another for electricity) and is moving to create a third by consolidating the transport regulatory functions in a single agency.

The main risk confronted by the project is that the programs in the participating Universities may not be sustainable, by lack of demand and of interest. To mitigate this risk: (i) the selection process will use as one of the criteria the potential demand, as analyzed by the applying Universities in their countries or regions of influence; (ii) a pre-selection of Universities has been effected, taking care to choose

those which are most qualified in the region to carry out the process; (iii) there will be a mid-term evaluation of the program which will permit adjustments as needed; (iv) the support the LAC Universities will receive from a University of excellence in the field of training in infrastructure privatization and regulation will be another warranty of quality and will ensure that there is the requisite demand and interest.

**EXCEPTIONS TO
POLICIES AND
PROCEDURES:**

None

**PROCUREMENT OF
GOODS WORKS
AND CONSULTING
SERVICES:**

Under the first component of the project, five Universities, consortia of Universities or similar institutions of higher learning located in Latin American and/or the Caribbean Region, will be competitively selected to implement proposed teaching and training programs—demonstration projects--in the areas of infrastructure privatization, regulation and finance.

For the second component, the project team will invite qualified Universities with demonstrated capacity in infrastructure privatization and regulation to submit proposals detailing how they would act as the Institutional Partner to the program. Competitive contracting of this University would be in accordance with Bank procurement procedures.

I. COUNTRY AND PROJECT ELIGIBILITY

- 1.1 Regional eligibility is being requested for this project for the following reasons: (i) economies of scale, to disseminate training methodologies on a much wider basis that is possible under any national program; (ii) to provide an opportunity to develop a variety of training materials and products multiplying the effect of a single investment in training curriculum; (iii) to strengthen the inter-regional networks of training institutions and the intra-regional exchange of training methodologies, environmental education and training practices; and (iv) to leverage other MIF efforts in the region related to the development of the private delivery of infrastructure services and regulatory capacity. All Bank member countries in Latin America and the Caribbean are eligible for MIF financing and for participation in the proposed project.

II. BACKGROUND

- 2.1 Confronted with rising budget deficits, a need for new infrastructure investments, and mounting public frustration, countries throughout the Latin America and the Caribbean (LAC) have looked toward the private sector to enhance the development and operation of their infrastructure services, including telecommunications, energy, transport, water supply and sanitation, and solid waste management. Most of the major telephone companies and railroads and many of the electric utilities have already been sold outright or granted as concessions to private operators. Almost all of the major new high-performance highways built in the region in the last decade are toll roads financed and operated by private concessionaires. The shift has been somewhat slower in water systems, seaports, and airports, but even in these sectors private providers are increasingly common.
- 2.2 The countries that have moved forward with the privatization of many of these services are faced with the task of training a new cadre of men and women to regulate the new private operators and manage public-private partnerships and concessions. Other countries are still grappling with the decisions about whether and when to “privatize,” the scope of any privatization initiatives—assets or services—, how to finance and manage infrastructure needs, and the policy issues associated with these processes. Furthermore, there is reason to be concerned whether this round of privatization will last. So far, private provision has been beneficial in many respects. Many privately owned companies provide the public with better service and at a similar or lower price than their public predecessors did. Private investors have built new facilities that were badly needed but that the public sector, already deeply in debt, was unwilling or unable to finance. Many observers believe that the longevity of private utilities and infrastructure will depend upon the quality of the government regulatory agencies that oversee them. Many types of utilities and infrastructure have the characteristics of natural

monopolies in the sense that it is wasteful or inefficient for two firms to serve the same market. In such cases, the government usually regulates the prices charged and the quality of service provided so as to prevent the private firm from abusing its monopoly position.

- 2.3 If the current generation of private utilities is to survive, LAC countries must develop agencies that can balance consumer and investor interests fairly. As well, countries must take into account the environmental and social impacts of privatization--thus considerations regarding the institutional pre-conditions must be taken to mitigate any potential detrimental impact on these areas. The lessons of history have clearly shown that the long-term sustainability of a country's privatization initiative will be a function of the country's ability to create an effective and credible regulatory structure. This ability, in turn, will be a function of the wisdom, education, and knowledge of the regulatory officials they appoint and train. However, the region lacks short-term, targeted courses on how to implement regulation, manage public-private partnerships, and define processes and strategies of concessions. Most of the well-known Latin-American Universities' academic programs' curricula offerings include project finance or elements of privatization and some have begun to incorporate elements of regulation of public services. However, practical advice on how to approach these issues, and training and learning activities for those responsible for promoting and regulating infrastructure services are not readily available in the region. This is of particular concern since estimates confirm that LAC will need to train more than 10,000 professionals in the management, expansion and regulation of public infrastructure alone, over the next ten years.
- 2.4 In recent years, the IDB through initiatives promoted by its Regional Operations Departments, the Multilateral Investment Fund (MIF), and the Private Sector Department--in collaboration with other institutions--has developed technical materials and organized activities to help guide the Bank's work and policy dialogue on infrastructure regulation, privatization, and project finance ¹. The Infrastructure and Financial Markets Division of the Bank has also been very active in supporting research and information dissemination on these topics. One of these Bank initiatives was developed with the support of the Kennedy School of Government at Harvard University. As part of these initiatives, the IDB commissioned the KSG in 1997, to work together in the design of a two-week executive workshop to address Bank member countries' training needs in these areas. The workshop, entitled Infrastructure in a Market Economy, combines case

¹ MIF alone has funded more than 30 projects on privatization and regulatory reform, which have also frequently had training components. It has as well a second project in the pipeline aimed at training the personnel of Argentinean regulatory institutions. There is no overlap with the present project because of the latter more restricted focus and because the potential demand is much greater than the capacity of these two programs; even including the IME program, another program organized by the World Bank at the University of Florida, and smaller localized efforts throughout the region.

studies, readings and lectures to produce an intensive, high quality learning experience for policymakers and practitioners.

- 2.5 While the KSG workshop has been very successful, it alone can not meet the training and technical needs in the region because the number of participants in each session is limited, the course is offered in English, and the opportunity cost of sending executives to Harvard is high. Moreover, the demand for this type of services clearly exceeds its reach. The KSG is unable to accommodate the many requests it receives for this type of training both in Cambridge and in the region. Accordingly, the KSG initiative needs to be supplemented with comparable programs offered locally in the region by Latin American Universities. In order to fulfill these needs, this project proposes to develop a university network of education and training in infrastructure privatization and regulation and to develop a portfolio of training programs that would be available to policy makers and practitioners in the region.

III. THE PROJECT

- 3.1 To initiate a dialogue on this subject, the project team first, conducted research to identify a list of potential partners among Universities in the region² and second, organized a meeting of leading Latin American and Caribbean institutions, in May 1999. Thirty-five Universities were identified, based on their track record of curricula offerings in the areas of project finance, privatization, or regulation. The purpose of the meeting was to bring together leading faculty, working in those areas to gain a better appreciation of the training market, from the perspective of the top suppliers; and to learn what constraints institutions faced in providing training in these areas. Fifteen university representatives came together, at their own cost, in May 1999, and reinforced the general and specific goals of this program.

A. Objective

- 3.2 The general objective of the program is to build regional training capacity in infrastructure privatization, regulation and finance and to create synergy among the Universities in the Region for deepening expertise in the regulation and financing of infrastructure services. Specific objectives of the program are: (i) increase the availability and relevancy of training in regulation and financing of infrastructure services throughout Latin America; (ii) improve the supply of training materials/case studies and instructors throughout the region in the targeted areas;

² The list of Universities that were invited to the project planning meeting and that the team will draw upon for the request for proposal process is included in the technical files. This list includes Universities from Argentina, Brazil, Chile, Colombia, Costa Rica, El Salvador, Mexico, Peru, Venezuela, and the West Indies .

and (iii) develop and support a network of institutions in the region capable of delivering quality training in these areas.

B. Project Description

- 3.3 In order to meet these objectives, the project consists of two components: (i) demonstration projects and (ii) training of faculty and network development.

1. Demonstration projects (US\$ 3.17 million)

- 3.4 This component is intended to increase the availability and relevancy of training in regulation, privatization and financing of infrastructure services; and to develop and support a network of institutions in the region, capable of delivering quality training in these areas. The focus will be placed on two main activities: (i) creating and/or enhancing teaching and training programs in infrastructure; and (ii) building and strengthening the capacity of participating Universities in the area of case study development.
- 3.5 Under the first activity, five Universities, consortia of Universities or similar institutions of higher learning, will be competitively selected to implement proposed teaching and training programs--demonstration projects--in the areas of infrastructure privatization, regulation and finance. Applying Universities will be encouraged to consider developing executive and short term courses that are highly targeted and effective in training middle and senior level staff in regulatory agencies and ministries. Support may also be provided for masters or non-executive courses that meet the training needs in this area.
- 3.6 The Universities will be selected on the basis of the following criteria³: **Additionality**: the program should not substitute for resources already available to the Universities, but should add to them; that is, if MIF funding were not available, the program could not be done. **Sustainability**: at the end of the three-year period the university programs, whether they be long-term academic models or executive training courses, will be capable of generating enough funds, from sources such as course fees, proceeds from publications, university budget allocations and external contributions, to continue on their own. This would be a consequence of the relevance the program would have for the country's infrastructure sector. **Team work**: Universities must be willing to cooperate among themselves in the development of the programs. They should describe how they intend to do this. **Critical Mass**: The programs should have an adequate allocation of faculty.
- 3.7 Institutional matching financing of 40% of the total cost of the demonstration project would be a statutory requirement; half of the local counterpart resources would be required in cash. MIF grant resources would not exceed US\$350,000 per

³ Detailed criteria for the selection of grant proposals may be found in the technical files.

institution, a figure that was arrived at based on consultations with institutions from the region, as part of the project preparation process. This figure, when complemented by 40% institutional matching funds, was considered sufficient to accommodate research and development costs as well as testing and marketing of new products and approaches. Costs eligible for MIF support are actual costs borne by the institutions during the duration of the contract and necessary for the performance of the work defined in the contract⁴. Costs may include all or part of the following general categories: personnel costs, overheads, travel and per diem, subcontracting costs, payment of trainers, material development, computing equipment (subject to proper justification). Project execution of each individual demonstration project would not exceed 36 months.

- 3.8 The second activity will seek to establish capacity in the five LAC Universities to research and develop relevant cases and training materials in infrastructure privatization, regulation, and finance. Each university that is awarded a grant will prepare at least one case study on one of the areas of the program related to the courses it has chosen to develop.

2. Training of faculty and network development (US\$0.6 million)

- 3.9 The objective of this component is to improve the supply of training materials, case studies and instructors in the targeted areas. Under this component, the Bank will contract a partner from an outstanding University as a technical advisor/Institutional Partner to the program and responsible for the following activities:

- Provide general advice and assistance to the IDB;
- Conduct a tailor-made workshop on curriculum development and teaching strategies for faculty participating in the program;
- Organize, facilitate, and host a conference/workshop for participating Universities to present their curriculum, teaching materials and research;
- Organize and facilitate a conference/workshop on infrastructure privatization, regulation and finance, hosted by one of the participating Universities in the region;
- Be available to the participating Universities for consultations and collaboration on cases, curriculum, teaching and research issues;
- Develop new cases and curriculum materials on infrastructure in a market economy for the use of the participating Universities; and
- Contribute content over the three year grant period to a project web site would include relevant information on the demonstration projects as well as reference technical readings, sample legal documentation, and examples of “best

⁴ No recurrent institutional costs for trainers of faculty would be recognized prior to approval of the grant resources.

practices” in the various areas of infrastructure management, regulation, public-private partnerships, and project finance techniques.

- 3.10 After the signing of agreements between the Bank and the demonstration project Universities, the program will start with the curriculum development workshop activity of component two; most of the other activities of both components will be developed continuously or periodically during the execution of the project. (See Annex I)

IV. COST AND FINANCING OF THE PROJECT

- 4.1 The estimated total project cost is US\$4.20 million distributed as follows: MIF financing of US\$2.8 million to partially fund the demonstration projects component, fully fund the training of faculty and network development component, and project evaluations and contingencies; local counterpart will amount to US\$1.4 million to finance the demonstration projects in selected Universities. In the case of every demonstration project, there would be a maximum amount of financial support of US \$350,000 to be provided by the MIF⁵. Institutional matching of 40% of the total cost of the demonstration project would be a statutory requirement: a minimum of 50% of this counterpart contribution would be in cash, the balance in-kind. MIF resources would not be available to finance student course fees/scholarships. In addition, proposals would be required to provide a fee structure for the partial or total recovery of costs, with the aim of promoting institutional, industry and/or national financing of the training and, consequently, increase the long-term sustainability of the project.

Project Cost Table
(US\$ million)

ACTIVITY	MIF	LOCAL	TOTAL	%
Component 1: LAC Universities Demonstration Projects	1,770	1,400	3,170	75%
1. Enhancement of teaching (course development) and training	1,250	1,000	2,250	
2. Case Study Capacity Strengthening	500	400	900	
3. Technical Advice	20	0	20	
Component 2: Training of Faculty and Network Development (See Annex I)	600	0	600	14%
Project Monitoring and evaluation	150	0	150	4%
Contingency	280	0	280	7%
TOTAL	2800	1400	4200	100%
TOTAL (%)	67%	33%	100%	

⁵ The grant awarded, however, may be for less than the maximum.

V. EXECUTION

A. Execution and Supervision.

- 5.1 The IDB, through the five LAC Universities demonstration project selected Universities and through the contracted services of an Institutional Partner will be the executing agency, responsible for basic oversight and project implementation during the project execution. In view of the regional nature of this project, a Steering Committee composed of the project team members will act as the basic unit of responsibility. The Chief of the Regional Technical Cooperation Division (INT/RTC) will head this Committee. The Committee will be responsible for the strategic direction of all project components, the technical issues associated with them, the selection of the participating Universities based on the eligibility criteria, and the basic relations with the contracted Institutional Partner and the Bank Country Offices (COFs). Other functions of the Committee will include coordinating evaluations of individual demonstration projects and independent evaluations of the overall project. The COFs will administer the demonstration projects in their respective countries. Overall administrative responsibility for the project would rest with the Regional Technical Cooperation Division of the Integration and Regional Programs Department. The project will have a duration of three years counted from the moment the five participating Universities will have signed agreements with the Bank. Based on previous experience with similar projects, it is estimated that this will take from six to twelve months from the date of approval of the financing by the MIF. In consequence, the period of execution from that date is taken to be of 42 months.

B. Beneficiaries

- 5.2 The direct beneficiaries of the project will be the five selected LAC Universities who will directly receive funding for demonstration projects on the adaptation of new programs, curricula, and training products, and will acquire new skills in the delivery of this type of teaching training, case research and production, and curriculum development. Other direct beneficiaries will be the participants in the courses developed and given in the context of the demonstration projects. It is estimated that the number of these initial participants will be at least five hundred for the duration of the execution projects and at least 250 per year afterwards. The countries in the region will also benefit substantially because they will have better regulated enterprises and increased economic welfare, as a consequence of the program. Institutions in other countries will also benefit, in particular, from the dissemination component. The main outcome of the project will be the formation of a cadre of trained professionals capable of making more informed decisions on the operation, regulation and financing of infrastructure enterprises in the LAC Region.

C. Project Readiness

- 5.3 The project team has already undertaken a pre-selection of Universities from the region and has developed a Request for Proposal for the bidding process. These schools were selected based on their current faculty and curricula offerings in the areas of project finance, privatization or regulation, or based on their strong history of delivering executive education programs. The process of selecting the five Universities to receive grants (distribution of the request for proposals, receipt of proposals, evaluation, selection, signature of contracts Bank/Universities) is expected to be completed by November 1999, so that these Universities could start work by January 2000.

VI. PROJECT JUSTIFICATION AND RISKS

- 6.1 One benefit of the project will be its contribution to the solution to the problem of lack of sufficient regulatory capacity and expertise in LAC. Indeed, the proposed project is designed, among other things, to improve the quality of regulatory agencies in LAC by developing five Universities in the region as centers of excellence in the training and research on regulatory, privatization and project finance issues. The need for training in particular is vast. In the last decade, almost every country in the region has established three or four regulatory agencies at the national level and a host of counterparts at the provincial level. Brazil, for example, has two major regulatory agencies at the federal level (one for telecommunications and another for electricity) and is moving to create a third by consolidating the transport regulatory functions in a single agency. Since many of the highway, electricity, urban railway, and water concessions are granted at the state rather than the federal level, Brazil's states are creating similar panoply of agencies. Many of the commissioners and staff of these new regulatory agencies are drawn from the ministries that used to supervise the companies when they were public enterprises and have little training or experience in their new responsibilities. The project will help to solve this type of problem throughout the region.
- 6.2 Other benefits of the project will be: (i) it is innovative nature as it contemplates the development of new products, pedagogical approaches and training as well as training strategies; (ii) it will disseminate successful methodologies and products to address the demand in the region for training and research on regulatory, privatization and project finance issues; and (iii) it will create a web site that will contain new cases and curricula materials, technical readings, consultant references, and other relevant information on infrastructure management, regulation, public-private partnerships, and project finance techniques.

- 6.3 The main risk confronted by the project refers to the sustainability of the programs in the participating Universities. If the programs offered do not attract a sufficient number of participants, and if they do not succeed in convincing the stakeholders (governments and regulators, consumers, regulated utilities) of the importance of these new training courses, they will not be able to generate enough internal and external funds for the programs to survive. To mitigate this risk several measures are being taken. First, the selection process will use as one of the criteria the potential demand, as analyzed by the applying demonstration project Universities in their countries or regions of influence. Second, a pre-selection of Universities has been effected, taking care to choose those which are most qualified in the region to carry out the process because of their academic excellence, their experience in similar or related matters and the resources (human and financial) they are willing to bring to the program. Third, there will be a mid term evaluation of the program which will permit adjustments as needed. Fourth, the support they will receive from the Bank's Institutional Partner, will be another warranty of quality and will ensure that there is the requisite demand.

VII. PROJECT PERFORMANCE CRITERIA/BENCHMARKS AND EVALUATION OF RESULTS

- 7.1 The benchmarks appear in the simplified logical framework in Annex I. These benchmarks will be reviewed by the Steering Committee within three months of project initiation and adjusted to reflect the actual conditions more precisely, so that they will permit a better evaluation of the program. There would be two external assessments of the project: a mid-term review at the 20-month point; a second assessment at the 42nd month. At the mid-term review, an external consultant(s) would be hired to conduct individual reviews of each of the demonstration projects under financing. The purpose of this preliminary review would be to determine whether the objectives of the demonstration project were met; to identify successes and problems in the current projects; consider the efficiency of the individual projects; assess the sustainability of the projects; and incorporate lessons learned. A final evaluation will be conducted at the completion of the demonstration projects to evaluate the training models and to measure the impact of the training products, methods, and materials on the indirect target beneficiaries in accordance with the logical framework table attached in Annex I.

VIII. PROCUREMENT OF GOODS WORKS AND CONSULTING SERVICES

- 8.1 Under the first component of the project, five Universities, consortia of Universities or similar institutions of higher learning, will be competitively selected to implement proposed teaching and training programs--demonstration projects--in the areas of infrastructure privatization, regulation and finance.

- 8.2 For the second component, the project team will invite qualified Universities with demonstrated capacity in infrastructure privatization and regulation to submit proposals detailing how they would act as the Institutional Partner to the program. Competitive contracting of this University would be in accordance with Bank procedures.

IX. SPECIAL CONTRACTUAL CONDITIONS

- 9.1 There are no special contractual conditions.

MIF Technical Cooperation Facility Regional: University Network of Education and Training in Infrastructure Privatization and Regulation		
General Objective: Build regional training capacity in infrastructure privatization, regulation and finance and create synergy among diverse Universities within the region for deepening expertise in the regulation and financing of infrastructure services.		
Specific Objectives: (i) increase the availability and relevancy of training in regulation and financing of infrastructure services throughout Latin America; (ii) improve the supply of training materials/case studies and instructors throughout the region in the targeted areas; and (iii) develop and support a network of institutions in the region capable of delivering quality training in these areas.		
Components	Activities	Indicators
COMPONENT 1: Demonstration projects	1.1 Creation or enhancement of infrastructure teaching and training programs; 1.2 Building and strengthening the capacity of participating Universities in the area of relevant case development.	1.1 Infrastructure teaching and training programs have been created in five LAC Universities. At least 750 professionals have taken the courses, seminars and workshops developed. 1.2 Universities have prepared 15 cases in regulation, privatization or finance of infrastructure
COMPONENT 2: Training of faculty / network development.	2.1 Institutional Partner competitively selected to advise and assist IDB in developing the program; 2.2 Special one-week workshop, for faculty participating in the program, on curriculum design and development, curricular issues, teaching strategies and executive education at, and by, the selected Institutional Partner. 2.3 Conference/workshop hosted by the Institutional Partner, selected by the Bank to assist in managing the technical and logistical aspects of the project where the Demonstration Project Universities will present their curriculum, teaching materials and research; 2.4 Conference/workshop hosted by one of the participating Universities in the Region, similar to 2.3; 2.5 Consultations to and collaboration with participating Universities on cases, curriculum, teaching and research issues by mail, telephone and visit by the competitively selected Institutional Partner; 2.6 Institutional Partner of the Bank to develop cases and other curriculum materials and to share with participating Universities; 2.7 Develop and maintain a web site for participating Universities.	2.2 25 LAC Universities' faculty members have taken the workshop on curriculum development and teaching strategies prepared by the competitively selected University partner of the project and have taken the Institutional Partner's workshop. 2.3 The Bank's competitively selected Institutional Partner has organized and delivered the conference/workshop 2.4 One participating Demonstration Project University organized and delivered the conference/workshop 2.5 The competitively selected Institutional Partner hired by the Bank has advised and collaborated with participating Universities in the preparation of 5 cases; in the development of their curriculum and in the design of teaching methods 2.6 The competitively selected Institutional Partner hired by the Bank has developed 3 cases to share with the Universities 2.7 A web site in place and working by second year of program

PROPOSED RESOLUTION

REGIONAL. NONREIMBURSABLE TECHNICAL COOPERATION FOR THE
UNIVERSITY NETWORK OF EDUCATION AND TRAINING IN
INFRASTRUCTURE PRIVATIZATION AND REGULATION

The Donors Committee of the Multilateral Investment Fund

RESOLVES:

1. That the President of the Inter-American Development Bank or such representative as he shall designate is authorized, in the name and on behalf of the Multilateral Investment Fund, to enter into such agreements as may be necessary, and to take such additional measures as may be pertinent for the execution of the project proposal contained in the Donors Memorandum MIF/AT-____ with respect to a nonreimbursable technical cooperation program for the University Network of Education and Training Infrastructure Privatization and Regulation.

2. That up to the sum of US\$2,800,000 or its equivalent in other convertible currencies shall be authorized for the purpose of this resolution, chargeable to resources of the Human Resources Facility of the Multilateral Investment Fund.

3. That the above-mentioned sum is to be provided on a nonreimbursable basis.