



# **LETTER OF COMMITMENT**

**IBCE - CBI**

## LETTER OF COMMITMENT IBCE - CBI

Letter of Commitment signed between:

IBCE, Bolivia, represented by  
Mr. Ernesto Antelo López, President IBCE

and

CBI, The Netherlands, represented by  
Mr. Ton Lansink, Managing Director CBI

Based on the feasibility analysis ( conducted from July 2-6, 2007, document reference: B5.144.0.130), the subsequent formulation of a BSO Development Programme (conducted from September 10 – 14, 2007, document reference: B5.144.0.133) and the first planning mission for the Market Information module (conducted from January 14 – 18, 2008) the CBI and IBCE have agreed on the implementation of an additional module to the BSO Development Programme for IBCE:

- Institutional Development  
IBCE will, supported by CBI, re-establish (if deemed necessary) its vision, mission, long term objectives, strategic actions, organizational structure and relevant management tasks in as far as its focus on EU-related services requires. The module will enhance the efficiency and effectiveness of IBCE and increase the number and quality of EU export oriented services offered to the business community in Bolivia.

The general conditions, the responsibilities, the cost-sharing arrangement and the activities under this module are elaborated in annex I.

La Paz, ....., 2008

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A. Lansink  
Managing Director CBI

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E. Antelo López  
President, IBCE

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### Annex one

This annex pertains to the general conditions, the responsibilities, the cost-sharing arrangement and the activities of the IBCE-CBI BSOD programme.

#### 1. General Conditions

- a. This annex one may be modified if conditions so require. Modifications will be formally agreed upon and signed by the authorized representative from both organizations.
- b. The implementation of the ID module will commence as of April 2008. Based on the waiver granted by CBI the implementation is conditional on the payment by IBCE to CBI of the commitment fee of € 1.000, - in September 2008.
- c. The implementation of the module will be conducted by IBCE and CBI after consultation with and in close cooperation with relevant other business support organisations in Bolivia.
- d. At least once every year during the implementation of the programme a programme monitoring meeting of representatives from both organizations will be convened. All representatives will be fully and completely mandated by their organizations to take final decisions during these meetings on all matters pertaining to the programme.
- e. Implementation is expected to take no longer than three years. During that period CBI will provide IBCE preferential access to regular CBI services.
- f. CBI and IBCE will at the completion and/or termination of the programme separately and together certify whether and if so to which extend the activities listed under item four of this annex have been implemented.
- g. CBI has the right to discontinue its support to the implementation of the module if it deems that the successful completion of the module is in jeopardy.

#### 2. Responsibilities

- a. CBI will make available:
  - i. One expert will, under the responsibility of the CBI- Programme Manager, coordinate the CBI-support. He/she will
    1. discuss with management all strategic and operational actions;
    2. deliver – alone or together with other CBI experts - CBI services;
    3. assist IBCE in attracting financial support from other sources – including donors – for activities not covered by the CBI assistance (e.g. financial support for product development, establishing an electronic information network, etc.).

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4. regularly report to IBCE and CBI on the progress of the programme and the actions to be taken by either organization.
      5. submit a final completion report on the completion and/or termination of the programme.
    - ii. A capacity and institutional development expert.
  - b. IBCE will:
    - i. coordinate the visits of CBI staff and experts, including arranging for lodging and travel;
    - ii. allocate sufficient numbers of staff-members of adequate professional quality to:
      1. adequately monitor and manage the programme;
      2. work on the development and implementation of the plan of action; and
      3. participate in the training courses.
    - iii. propose, after consultation with the CBI experts, eligible candidates from within and outside its own organization for the export marketing and management courses;
    - iv. arrange the courses that will be executed in Bolivia. These arrangements include amongst others:
      1. Correspondence with the participants;
      2. provide CBI two weeks before the start of the course with the participants list in the standard CBI excel format;
      3. training facilities of an international standard;
      4. catering arrangements;
      5. if necessary, facilities for simultaneous translation;
      6. monitor the attendance of the participants;
      7. submit to CBI the daily attendance lists signed by the attendees and the final participants list in the standard CBI excel format; and
    - v. provide office facilities, translation services (if necessary) and local travelling arrangements for the visiting CBI staff, experts and trainers.
3. Cost-sharing arrangement
  - a. CBI will cover the fees, subsistence allowances and international travel costs of its staff, experts and trainers.
  - b. IBCE will provide all other programme related costs as indicated in the BSOD programme document including the cost of local travel by CBI staff, experts and trainers and the travelling and lodging costs of IBCE staff in Bolivia.
4. Activities
  - a. Institutional Development Module
    - i. An in-depth analysis of the current organizational processes within IBCE and the wider institutional environment in which these take place;

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- ii. Diagnosing the present situation in the various sectors supported by the BSO vis-à-vis the EU market:
  - client satisfaction of current services provided, and client needs for EU-specific services;
  - the position of the BSO vis-à-vis other service providers and stakeholders in the sectors supported by the BSO in view of EU-specific services provided to exporters;
- iii. Designing an action plan to enhance the efficiency and effectiveness of IBCE and to increase the number and quality of EU-specific services offered by IBCE to the business community in Bolivia.
- iv. Developing a new or adapted organisational structure and financing scheme for IBCE related to the successful implementation of the business plan for EU-specific service delivery to Bolivian exporters.
- v. Initiate the implementation of the plan of action.