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Prospectus

AMERICAN TECHNICAL ASSISTANCE CORPORATION

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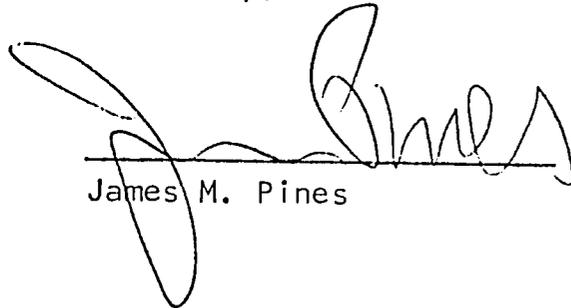
June 28, 1971

Mr. Herman Myers
AID/LA/OPNS
Agency for International Development
Department of State
Washington, D. C.

Dear Mr. Myers:

Submitted herewith is a prospectus for evaluation of National Market Integration Project as requested. This prospectus is submitted as Task Order VII of Contract AID LA-649. Mr. Albert Brown or I will be glad to answer any questions you may have.

Sincerely,



James M. Pines

JMP/mb

Enclosure

A PROSPECTUS

for the Evaluation of

NATIONAL MARKET INTEGRATION PROJECT

(598-15-260-440)

Submitted to:

AGENCY FOR INTERNATIONAL DEVELOPMENT

As Task Order VII of Contract AID LA-649

By

American Technical Assistance Corporation
1725 Eye Street, N. W.
Washington, D. C. 20006

June 28, 1971



The American Technical Assistance Corporation (ATAC) submits the following prospectus for performance of an evaluation of the National Market Integration Project (598-15-260-440).

I. APPROACH

A. Nature of Scope of Work. The scope of work drafted 3/24/71 by D. L. Peacock, AID/LA/DR, together with PROP 598-15-260-440/Agricultural Marketing Systems Development (FY 1971-74) provides a clear and precise statement of the information AID expects from this evaluation. In essence, ATAC is being requested to review performance of the Latin American Market Planning Center (LAMP) at Michigan State University under Contract AID/1a-364, initiated in 1966. We must examine LAMP operations in Brazil, Bolivia, and Colombia and evaluate LAMP's research approach and its research performance, and determine the extent to which changes in marketing systems have been planned and/or implemented as a result of LAMP assistance.

In light of this review, ATAC is then to evaluate the proposed plan for LAMP's involvement in the Agricultural Marketing Systems Development Project as described in the PROP cited above. In this connection, we are asked to evaluate the desirability of reorienting LAMP's activities from conducting research toward assistance to national institutions, including its capacity to develop in national and regional institutions the capacity to perform research, provide instruction, and offer technical assistance in agricultural marketing. In addition, we should attempt to

project the contribution to improved agricultural marketing expected to result from LAMP's participation in the project.

We believe that this scope of work provides an excellent framework within which to conduct an evaluation and will perform to satisfy its requirements.

B. Major Considerations Affecting Evaluation. Three major conditions have influenced LAMP's performance, will influence the evaluation, and will affect the recommendations:

1. LAMP was created to provide a rational approach to Latin American marketing problems through area-specific research. Through 1965, AID's assistance to agricultural marketing in Latin America had been limited both in resources and concept -- a few capital projects to construct storage facilities, studies of municipal markets, technical assistance in market news services and product standards. Latin American marketing systems generally were the unaided result of natural growth, influenced by Government principally through mostly sporadic attempts to control prices. Neither the nature of the market nor its costs, margins and statistics had been studied in depth. Policies, programs and operations were either the outgrowth of past practice or the result of political logic applied to assumptions which might or might not be right.

The LAMP project, therefore, has no parallel. It is a unique operation and evaluation must rest largely on its own record of experience, and on the judgment of those who have been

touched by its activities.

2. Each of the food sheds studied by LAMP (Recife, Brazil; Cali, Colombia; La Paz, Bolivia) is a distinct activity, with its own unique conditions, institutions and personalities. Each is also presumably distinct in the nature of its need for research as well as in the capacity of its institutions to conduct and use research and implement market changes. We believe that the variety of conditions encountered will approximate those to be encountered in other countries of the Hemisphere, so that some "universal truths" may emerge from separate study of three typical situations. The three activities are not strictly comparable, however, since they were conducted successively, so that subsequent studies probably benefited from the correction of early error.

3. Our ability to judge the transferability of skills acquired by LAMP depends to a large extent on finding relationships between the research work which was done and the technical assistance roles which it is planned that LAMP must perform in the future. We do not believe that this will be difficult. Indeed, although LAMP was directly responsible for the performance of research, it had a considerable negotiating responsibility, tantamount to technical assistance, both in developing the research plans and in explaining the results to host country agencies. In addition, LAMP trained and used local investigators in research and trained local personnel in the use of the models which were

developed. We believe, therefore, that we should find sufficient evidence of LAMP abilities to function in the planned capacity to permit us to draw useful conclusions. LAMP's acceptability to regional and national institutions familiar with its work should also be readily ascertainable.

C. Major Evaluation Categories. We will seek to develop information in each of the following four major categories, all of which have bearing on all of the questions posed by the scope of work. Subcategories are indicative of the kinds of information to be developed:

1. Institutional Framework: the arrangements under which LAMP performs.
 - a. Organizational suitability
 - b. Institutional commitment and support
 - c. Staff capability (preparation, experience, continuity, reputation)
 - d. Ancillary facilities and arrangements (library, computer, liaison)
2. Output: quantity and quality of research published.
 - a. Coherency and completeness of research design
 - b. Adequacy of statistical presentation and relationship to text
 - c. Significance of study to real development problems
 - d. Soundness and amplitude of conclusions drawn
 - e. Actionability of recommendations

3. Overseas Operating Competence: ability to develop and maintain a prosperous working relationship over time which permits the felicitous accomplishment of an intended result. Beyond the obvious elements of language, cross-cultural sympathetic understanding and a sense of proportion, we would place particular stress on:

- a. Ability to negotiate a scientific program and adjust a research design to fit local conditions while maintaining an essential purity of concept
- b. Ability to analyze a local situation and design a program which deals with the truly significant problems
- c. Adaptability and ingenuity - ability to adjust to unforeseen problems and to adapt techniques to fit particular situations
- d. Reputation of the institution, its employees and its output among informed locals

4. Accomplishments: resultant impact of LAMP work on the local market situation. We would look particularly at their recommendations, but would also seek evidence of either planned or actual change which might be fall-out from their efforts:

- a. Policy changes. Evidence of planned policy formulations affecting the market, and/or increased importance attached to the marketing function

- b. Institutional changes. Establishment or improvement of marketing or market-related bodies, personnel being trained in marketing, new or improved market services
- c. Operating changes. Shifts in the importance of different marketing channels, particularly as these shifts represent predictions by LAMP studies.

II. METHODOLOGY

A. Technique. The unique nature of the LAMP program requires that its evaluation be based on information provided by LAMP itself and by those U.S. and foreign institutions and individuals most familiar with its activities. Time will prevent gathering any primary information, but the secondary information available in the form of planning documents, intermediate reports and publications should provide a reasonable basis for evaluation, when reinforced by the opinions and recollections of the participants. The problem is to examine this material in an organized fashion, assuring its relevance to the particular situation. We propose to do this through a three-phase program:

Phase I - Preparation is conducted almost entirely in the United States. It consists of (a) reviewing all readily-available documents, including all research publications; (b) interviews with AID and LAMP personnel; and (c) examination

of LAMP facilities. In addition to obtaining information corresponding principally to the first two evaluation categories mentioned above, this phase would result in the development of an evaluation logic for each of the three LAMP projects. This evaluation logic would permit us to describe the causal chain of input-output-purpose-goal and to state some of the hypotheses requiring proof. While this is not strictly necessary for most of the evaluations required by the scope of work, it is essential for drawing conclusions about the potential impact of the LAMP program. It also helps us to understand the differences among the three LAMP-conducted research programs, and the conditions faced in each.

Phase II - Field Review is a visit to each of the research sites. In each of these areas we will interview personnel of the USAID Mission and the appropriate host country institutions, with particular emphasis on those people who were most closely involved in the research or in the implementation of its findings. This means primarily the specific institution with which LAMP worked, but we will also be interested in ascertaining the extent of knowledge of LAMP's work among planners and others who have need for this type of information. In the interview process we also expect to visit enough of the market operation to get some sense of the relevance of the LAMP research. In this phase, we are principally concerned with information corresponding to Evaluation Categories

3 and 4. We are also interested in relating the description of the activity received in Phase I to the situation on the ground as seen by other participants and observers.

Phase III - Analysis and Reporting is designed to relate the information obtained in Phase I and II to each other and to the requirement for projecting the capacity of LAMP to perform its proposed role, and to determine the possible impact of that function. A report will be drafted, summarizing the information gathered and presenting our conclusions and recommendations. This report will be presented in draft and, after receiving AID comments and questions, will be clarified, if necessary, before its final submission.

B. Work Plan and Schedule. ATAC proposes Mr. Albert L. Brown as Team Leader to conduct this evaluation. Mr. Brown is a senior agricultural development specialist with extensive experience with rural development problems and programs in Latin American countries. He is thoroughly familiar with the integrated national market concept, the importance of agricultural marketing in rural development, and with AID programming processes and requirements. Mr. Brown will be assisted by another professional who has not yet been selected. Several candidates are under consideration, but selection cannot be made until availabilities are ascertained.

Assuming timely availability of the second professional evaluator, we believe that the evaluation can be completed and a draft report submitted within two-and-one-half months of receipt of AID approval of this prospectus, based on the following illustrative schedule:

Phase I - Month 1: Assembly and briefing of 2-man team. Approximately one week in Washington and one week at MSU/LAMP reading documents, interviewing, and examining facilities. Twenty man-days.

Phase II - Month 2: Field reviews. Estimated 8-10 days in Brazil, 10-15 days in Colombia, 3-5 days in Bolivia, 1-2 days in Panama. Forty man-days.

Phase III - Month 3: Analysis and development of draft report, expected to be ready by mid-month. Twenty man-days, including four retained to provide for report clarification and briefing.

Albert L. Brown is a senior consultant specializing in the international, agriculture, and rural development fields. He came to the American Technical Assistance Corporation from fourteen years in the Bureau for Latin America of the Agency for International Development.

His overseas assignments have included responsibility for planning, negotiation, operations and evaluation of a full range of agriculture and rural development activities in Mexico, Colombia, Honduras, Guatemala and Brazil. These operations included comprehensive colonization and resettlement programs; highway and bridge construction and rural housing; introduction, development and exploitation of crops and livestock; establishment or improvement of agricultural credit, extension, research and education institutions; development and operation of farm machinery pools and engineering services; forestry and watershed management; and governmental organization and administration.

In Washington, Mr. Brown served as Chief of the Bureau's rural development program before assuming responsibility for the Office of Institutional Development and its substantive fields of agriculture and rural development, industry and cooperatives, health, population and nutrition, education, labor and public administration.

His work with ATAC has included work on a total food programming system for India, agricultural sector analysis for AID in Costa Rica, and development of a continuing self-evaluation system for Peace Corps cooperatives projects.

Mr. Brown holds B.S. and M.S. degrees in Agriculture from the University of Arizona and was Princeton Fellow at the Woodrow Wilson School of Public and International Affairs at Princeton University in 1964-65. He has served as a member of the U.S. delegation to international conferences and as a sub-panel member on the President's Science Advisory Committee Panel on World Food Supply. He performed and published independent research in ecology and range management and taught these subjects at the University of Arizona. Mr. Brown is fluent in Spanish and Portuguese.