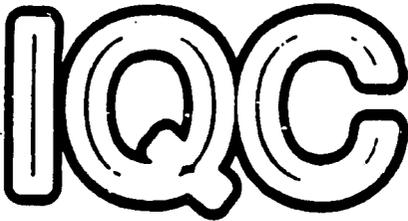


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**Evaluation and Development
Information Methods IQC**

MID-TERM EVALUATION

**AGRICULTURE AND RURAL DEVELOPMENT
TECHNICAL SERVICES PROJECT**

(LAC TECH)

for
USAID/LAC/DR/RD
June 16, 1992

Prepared by

Laurence Hausman, Team Leader
Gordon Appleby, Agricultural Development Specialist
Richard Bossi, Natural Resources Management Specialist

**A contract between the U.S. Agency for International Development and the
Academy for Educational Development, Contract No. PDC-0085-I-00-9061-00.**

AED

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EXECUTIVE SUMMARY

During the period March-May 1992, a mid-term evaluation was conducted of the Agriculture and Rural Development Technical Services project (more commonly referred to as LAC TECH). LAC TECH is a regional service activity that provides technical experts from private and public sources to USAID missions throughout Latin America and the Caribbean. In addition, LAC TECH augments the technical capabilities of LAC/DR/RD direct-hire staff by providing long-term expertise in eight selected fields involving agriculture and natural resources management.

The evaluation team concludes that the project is successfully meeting its original objectives. The team's most significant finding is that the services provided under the project have significantly (and beneficially) impacted on the ability of both the field missions and LAC/DR to carry out a substantive, technically sound program in the agriculture and forestry/natural resources management areas. It has also enabled LAC/DR to be responsive to external requests for technical studies.

These conclusions were confirmed in interviews with A.I.D. staff in Washington and the field and from responses to a questionnaire circulated to all field posts. Missions are overwhelmingly positive in their assessment of project services. To cite but one response, "LAC TECH is the single best technical support project I've encountered in my years with the Agency." The principal reasons behind the success of the project appear attributable to the following: a talented group of technical advisors; easy access to the services; the general timeliness and responsiveness of the services; and, the fact that the cost of services is borne primarily by the project and not by the missions.

The evaluation team also concludes that LAC/DR/RD's management of the project has been good. An internal review of project management conducted late last year identified several areas for improvement, and progress is being made in implementing those changes. Additional suggestions for improving project backstopping have been identified in this paper and discussed with the LAC/DR/RD management team.

To date, the LAC TECH team has carried out more than 80 TDY assignments for USAIDs in the LAC region as well as numerous assignments for LAC/DR/RD. Assignments have involved both technically specific subjects, e.g. agriculture quarantine inspection, and issues of broad program direction, e.g. consideration of Title III assistance. Specific outputs have included: a concept paper on policy analysis for private agricultural development projects; a synthesis of agricultural research, extension, and education in the LAC region; agribusiness marketing studies; and, a natural resources management strategy.

The evaluation team also identified a broader issue that makes the need for a LAC TECH-type response compelling, given the continued erosion of technical agricultural capacity in Washington and the field. If the LAC Bureau hopes to continue to develop and implement technical programs in the manner it has, some critical level of technical expertise in AID/W

is necessary. LAC TECH can help provide that capacity, but adequate DH staff are necessary to backstop such a program and provide it with substantive direction.

The evaluation team strongly recommends that a follow-on project be put in place to maintain the level and quality of services that LAC TECH has demonstrated to be so critically necessary. In the simplest of terms, if LAC TECH did not already exist, it would have to be invented. This mid-term evaluation considers LAC TECH to be an invaluable activity for the LAC Bureau in particular, but also for A.I.D. more generally. LAC TECH has thus far successfully stayed abreast of the reorientation of LAC mission programs toward a changing economic and political environment.

At this point, the evaluation team sees no need for any major project course correction. Rather, the following principal recommendations are offered with the intent of strengthening an already strong effort and are keyed to the sections in which they are discussed further:

1. **Develop a follow-on to the LAC TECH project to ensure the continuity of critical services to the LAC Bureau. (p. 6)**
2. **Improve the coordination among relevant offices--LAC/DR (RD, HPN and ENV), LAC/T&I and LAC/DP--to enhance the usefulness of LAC TECH services to the Bureau and its field missions. (p. 15)**
3. **Review the size and skill mix of the LAC TECH staff. (p. 11)**
4. **Restructure LAC TECH advisors' time to allow for more proactive analysis of cross-cutting agriculture/NRM-related issues and syntheses of subjects of regional and sub-regional interest for the Bureau and field missions. (p. 13)**
5. **Publish frequent thematic bulletins that abstract all relevant reports and studies on specific individual or cross-cutting topics. Circulate widely. (p.17)**
6. **Clarify LAC TECH project objectives that deal with "technology and information transfer." (p. 17)**
7. **Establish more efficient project backstopping systems. (pp 23-24)**
8. **Consider minor modifications in present contracting modalities. (pp 26, 27, 29)**
9. **Develop a process for obtaining feedback from USAID missions and other LAC offices on project effectiveness and impact. (p. 6)**
10. **Improve LAC TECH profile through better promotional efforts. (p.17)**

I. PROJECT STRUCTURE AND FOCUS

A. PROJECT PURPOSE AND DESCRIPTION

1. Project Purpose

The Agriculture and Rural Development Technical Services project (LAC TECH) was authorized as a 5-year, \$10 million life of project activity in August 1988. It was developed to augment LAC/DR/RD's capacity to provide technical assistance to LAC field missions in selected agriculture and natural resource management areas. As stated in the Project Paper (PP), the purpose of the project is:

"To improve the intra-regional transfer and application of technology and information in selected high priority technical areas to improve the effectiveness of agricultural and rural development [the evaluation team would add: and natural resource management] projects in LAC countries" (PP, p. 2).

2. Project Description

The project consists primarily of long-term technical assistance in specific skill areas. The PP identified eight priority areas within the agriculture and natural resource management fields. These areas reflected the LAC Bureau's strategic direction in 1988. Although modifications have since occurred, the Bureau's principal agriculture and natural resource management themes have remained essentially the same, namely, "to contribute to broad based economic growth by increasing agricultural production, strengthening the private sector and promoting exports, and managing and preserving natural resources."

The management structure of the project involves three separate contract mechanisms. Technical advisors are accessed through and backstopped by one of the following--an institutional contract (Chemonics) for three (soon to be four) advisors; three separate USDA/OICD RSSAs for three advisors and an assistant to the project manager; and a buy-in to a central R&D/EID project, (Access to Land, Water, & Other Natural Resources II--ACCESS II--implemented by the University of Wisconsin, Land Tenure Center) for a single advisor. The terms of reference for each advisor includes technical assistance, studies, evaluations, training activities, and support for existing mission activities.

To supplement its long-term advisors, LAC TECH provides short-term technical assistance in two ways. First, the institutional contract includes a modest amount of short-term level of effort. Second, the project funds a buy-in into the R&D/EID Development Strategies for Fragile Lands (DESFIL) project for technical assistance activities relating to the management of fragile lands.

A project officer in LAC/DR/RD directs the overall activities of LAC TECH and is aided by a project assistant (USDA/OICD RSSA). In addition, significant technical oversight responsibilities are further shared among three (now, two) LAC/DR/RD officers.

3. Evaluation Aims and Methods

This mid-term evaluation of the LAC TECH project is intended to review the progress achieved to date and to suggest design changes that would enhance a follow-on project (see Annex A, Scope of Work). The emphasis of the evaluation is, therefore, on the role of the advisory group and management concerns rather than on the substantive work of the technical advisors. With the concurrence of LAC/DR/RD, the evaluation team has focussed primarily on the broader concerns of how LAC TECH advisors relate to LAC/DR/RD and the USAID missions as well as to issues regarding contracting mechanisms and their operation, delegations of authority and responsibility of project personnel, forward planning, and the like.

The evaluation used standard interview and questionnaire techniques (See Annex B for a list of people contacted). Project evaluators reviewed project documentation, including the Project Paper (PP), contract and interagency agreements, final products (analyses, special studies, etc.), project memoranda, budgetary information, etc. In addition, LAC Bureau strategies were reviewed for compatibility with project objectives. At least two team members, whether separately or together, interviewed each technical advisor and all members of the AID/W project management team, usually on more than one occasion. The senior managers of LAC/DR were also interviewed.

To ascertain field perceptions, the team sent a standardized questionnaire to all LAC missions, and followed up on those responses. This questionnaire is the basis for the analysis of mission opinions about LAC TECH (see Annex C). In addition, the team leader visited four missions--Guatemala, Guatemala/ROCAP, Nicaragua, and Ecuador--that accounted for roughly 40 per cent of the TDYs completed under LAC TECH during the past 12 months.

The preliminary findings of the evaluation team were submitted to LAC/DR/RD and to all LAC TECH managers and staff for discussion. This final evaluation report reflects many of the concerns and interests expressed in those discussions.

B. PROJECT IMPACT

1. Overview

Technical services provided under the LAC TECH project are having a positive impact on the ability of USAID field missions as well as LAC/DR to program resources for agricultural development and natural resources management in the LAC region. This, in turn, supports the LAC Bureau's development assistance objectives, particularly in the area of achieving broadly based, sustainable economic growth.

2. Discussion

In response to a questionnaire circulated by the evaluation team to 15 LAC field missions and interviews conducted with relevant LAC/DR staff, there is virtual unanimity that the project is performing a very useful role for its principal audience--LAC field missions. The project has essentially met the targets set forth in the logical framework of the Project Paper (see Annex D, purpose-level objectively verifiable indicators), namely:

- Project-generated knowledge and information is incorporated into at least four mission strategies and ten project designs; and,
- Understanding of key technical issues, alternative approaches, and experiences in host countries, Mission management and RDO management.

In addition, the project is increasingly benefitting a second audience not explicitly identified in the Project Paper--LAC/DR/RD specifically, and LAC Bureau in general.¹ LAC TECH team members have provided very useful inputs into bureau strategies, preparation of Congressionally-requested studies, and the review of A.I.D. documents.

3. Observations

The success of the project to date appears primarily attributable to the following, in order of importance: the quality of the technical advisors; the ease and accessibility of obtaining technical services; the timeliness of the services; and, the fact that services are provided at no cost to the missions. N.B. A number of missions indicated a preference for LAC TECH services even if it entailed paying full costs.

¹ The only mention of the 'second audience' in the Project Paper is a reference to "upgrading the ARDN database."

In terms of meeting the indicators of project impact or success, the evaluation team finds the logframe targets rather arbitrary since they measure neither the quality of service nor its effectiveness, both critical factors in assessing project success.

The three questions on which the evaluation team focused are:

- **Was LAC TECH the most appropriate (or at least a reasonable) way of meeting the objective of strengthening the Bureau's technical abilities in the agriculture/forestry/natural resource management areas?**
- **Was the implementation effective? Was the work of the advisors useful to its intended audience? Was it based on adequate mission or LAC/DR/RD support and/or guidance?**
- **Were the costs kept to reasonable limits in relation to the work achieved?**

In answer to the first question, the evaluation team believes that LAC TECH has provided a reasonable response to the needs of LAC field missions for short-term technical specialists in the area of agriculture/natural resource management. Since missions have numerous options open to them for obtaining such services (IQCs, R&D buy-ins, PSCs, etc.), it is noteworthy that LAC TECH services have been a first choice for a number of missions to provide important planning and implementation assistance. This preference has been confirmed in responses to the questionnaire and in discussions with a number of mission personnel.

LAC TECH has proven to be even more helpful to its other, major beneficiary, LAC/DR/RD, largely because the options open to that office for obtaining technical assistance are much more limited. In fact, since technical staff levels throughout LAC/DR are declining, LAC TECH services have been vital in maintaining LAC/DR/RD's ability to respond to the various demands placed upon it and in providing substantive technical backstopping to the Bureau's AgNRM programs. The staffing situation has now reached the point where if LAC TECH did not already exist, it would have to be created. And LAC TECH's unique blend of contract/RSSA/university staff give it a decided edge over any single contract option because of the flexibility it permits.

The larger question this raises (and one which clearly needs to be addressed by LAC management because it extends beyond LAC/DR/RD) is at what point will the capacity of a technical office to provide adequate substantive as well as administrative backstopping to its contract advisors be exceeded? How many additional reductions in technical staff can be tolerated without fundamentally altering AID/W's substantive relationship with its field missions?

In answer to the second question regarding project effectiveness, responses to the questionnaire and to discussions with LAC/DR staff confirm that in the majority of instances the output of LAC TECH's advisors has been both useful and effective.

Certainly, it is not reasonable to expect that advisors as well as beneficiaries will always be fully satisfied. There have been isolated instances where advisors' reports have not been completed in sufficient detail (which the field attributes in part to the since-relaxed but still perceived rule on two-week TDYs), or where advisor recommendations have been less than insightful. On the other hand, there have also been instances where missions have been unclear about the specific output they desired or been unrealistic about how much the advisors could accomplish during their TDY visits.

These have been outweighed, however, by the production of numerous quality products, such as well-conceived, well-received strategy pieces; technical inputs into mission programming documents; useful guidance to host country and private institutions; and development of technical reviews/studies.

Although not in itself a sufficient indicator of success, the requests by missions and LAC/DR for return/repeat assistance serves as one surrogate measure of project utility. In addition, missions have been generally pleased with the responsiveness and timeliness of LAC TECH services (even though that has sometimes created personal inconveniences for the advisors). The responsiveness and timely delivery of project services is appreciated by most missions as well as by LAC/DR; it has contributed greatly to 'project effectiveness.' A note of caution is injected here, however, because there are drawbacks to being overly responsive. When adequate preparatory time is not set aside, the quality of work of some advisors suffers.

One further aspect of effectiveness involves the continuity of services provided by the long-term advisors. They are a known quantity (and quality), and can play an interfacing role between LAC/DR/RD and the missions that assistance under IQCs or centrally-funded buy-ins cannot replicate. And given the rotation of LAC/DR/RD staff, their presence supports the objective of strengthening the Bureau's technical capabilities.

In summary, there is general agreement by the beneficiaries that the project has had a very positive impact to date, with resultant strong interest in a follow-on activity.

With regard to the third question on reasonable cost, the team offers general observations based on available documentation. The optimum option would be an increase in direct-hire A.I.D. staff to provide the services required. Since that alternative is not currently viable, the range of relative cost options (from lower to higher) appears to be: RSSAs, IQCs, and university and private contracts. Given the existing blend of contract mechanisms, the cost of services provided under the LAC TECH project is reasonable, although not lowest cost. The trade-off for higher-priced contracting mechanisms is increased management backstopping and a reduced administrative burden on LAC/DR/RD. With the exception

of IQCs, which do not offer continuity of personnel, each of the contract mechanisms used under LAC TECH is discussed in Section II, Project Management and Administration.

4. Recommendations

The evaluation team therefore recommends that:

- LAC/DR initiate plans to develop a follow-on project that would replicate the provision of services successfully provided to date under LAC TECH.
- LAC/DR/RD develop a process for obtaining feedback from USAID missions and other LAC offices on project effectiveness and impact. This process could include annual mini-evaluations.

C. TECHNICAL MIX OF PROJECT SERVICES

1. Description

The LAC TECH project currently provides specialists in the following eight technical specialty areas: 1) agricultural policy; 2) food policy; 3) forestry/natural resource management; 4) agribusiness & trade; 5) plant protection/quarantine; 6) agricultural research, extension & education (AGREE); 7) land tenure; and, 8) financial policy. The latter will be coming on board shortly. One change in technical specialists has occurred in the past due to changing client needs; future changes may occur for the same reason.

In addition, in July 1991, the original four months of short-term technical assistance services was expanded to 34 months through a modification of the contract with Chemonics.

In its evaluation, the team assessed the current technical skill mix in light of the LAC Bureau's new strategic objectives.² The team concludes that LAC TECH's skill mix closely parallels the four sectoral objectives in the recently articulated AgNRM Strategy. Although advisors have sometimes worked on all four objectives, their work is primarily focused as follows:

- **Sectoral Objective 1--Policy Reform:** agricultural policy advisor; food policy advisor; financial markets/policy advisor; land tenure advisor.

² The documents examined include "Strategic Objectives for the Programs of A.I.D. in Latin America and the Caribbean (12/10/91)," "LAC Bureau Program Objectives--Implementation Workplan (1/15/92)," and "Development Assistance Strategy for Agriculture and Natural Resource Management" plus cover memo from Wayne Nilsestuen (3/12/92).

- **Sectoral Objective 2--Private Sector Response:** agribusiness & trade advisor; AGREE advisor; plant protection/quarantine advisor.
- **Sectoral Objective 3--Participation of the Disadvantaged:** food policy advisor; land tenure advisor.
- **Sectoral Objective 4--Natural Resource Management:** forestry & natural resource management advisor; land tenure advisor; AGREE advisor.

The team also queried LAC missions about the comparative importance they assigned to each of the eight LAC TECH skill areas (see Figure I).³

N.B. The portion of LAC TECH services dedicated to meeting AID/W's demands is not reflected in either exhibit. Since these demands are growing, this would certainly influence the present findings. However, the team could not accurately isolate supporting data and has relied on subjective information to support its observation.

Further, the reader is cautioned to keep in mind that the findings have little or no relation to the quality or effectiveness of the services provided. Comments by personnel in the field and in AID/W on the quality of LAC TECH services have been strongly and almost uniformly positive.

An apparent conclusion that can be drawn from the field responses is that missions as a whole divide the perceived usefulness of LAC TECH services into two categories, according to current and probable future use. Seemingly, these categorizations appear to correlate strongly with amounts of TDY travel by each advisor (See Figure II).

First tier	Agricultural Policy Forestry/Natural Resource Management(F/NRM) Agribusiness & Trade
Second tier	Food Policy Plant Protection/Quarantine Ag Research, Extension & Education (AGREE) Financial Policy (vacant) Land Tenure

³ A copy of the questionnaire is included as Annex C. It should be noted that the field responses were not uniform. Some respondents queried other Mission offices to present a mission-wide picture of LAC TECH, whereas others responded only on the basis of intra-office observations.

FIGURE 1

COMPARATIVE IMPORTANCE ASSIGNED BY USAID MISSIONS
TO THE LAC TECH TECHNICAL AREAS¹

TECHNICAL CATEGORY	Belize	Bolivia	Costa Rica	Dominican Republic ⁺	Ecuador	El Salvador	Guatemala	Honduras	Jamaica	Mexico	Nicaragua ⁺⁺	Panama	Peru	RDO/CARIB	ROCAP	TOTALS
Agricultural Policy	3	1	(6) ²		2	1	1	1	4	(5)	H (2)	3	1	1	1	32
Forestry & Natural Resource Management	1	5	1		5	3	2	2	2	1	M (4)	1	5	1	3	36
Agribusiness & Trade	4	2	4		1	4	3	3	1	(5)	L (6)	2	3	1	2	41
Food Policy	6	6	(6)		8	2	7	4	7	(5)	H (2)	5	2	N/A	(6)	66
Plant Protection/Quarantine	5	7	3		3	8	6	5	5	(5)	H (2)	4	6	5	(6)	70
Agricultural Research, Extension & Education	7	4	(6)		6	7	4	7	3	(5)	L (6)	6	4	4	4	73
Financial Policy	2	3	(6)		7	5	8	8	6	(5)	M (4)	4	7	5	(6)	76
Land Tenure	8	8	2		4	6	5	6	8	2	M (4)	6	8	7	(6)	80
Other	2									N/A		6	Ag. Credit 3			

¹ ADOs were asked to rank the topical areas provided under LAC TECH in the order that was of most importance to their mission's project portfolio.

² Numbers in parentheses indicate missions did not rank these skill categories. Therefore, the evaluation team assigned an approximate ranking.

⁺ As a general policy, USAID/D.R. has tried to limit its involvement in centrally-funded projects since they are viewed as "marginal" to the mission's strategic objectives.

⁺⁺ H = High; M = Medium; L = Low

FIGURE II

**SERVICE PROVIDED TO USAIDS BY LAC TECH TECHNICAL ADVISORS
TDYS & PERSON DAYS
April 1, 1991 - March 31, 1992***

Country	PPQ Advisor	NRM Advisor	Food Policy Advisor	Agri-cultural Policy Advisor**	Agri-business Advisor	AGREE Advisor	Land Tenure Advisor	Short Term 10/91-3/92	TOTAL
Belize		2 (13)			1 (4)				3 (17)
Bolivia	1 (10)	1 (14)	1 (12)	2 (8)			1 (6)		6 (50)
Colombia		1 (6)							1 (6)
Costa Rica	1 (15)	2 (10)	3 (11)					2 (9)	8 (45)
Dominican Republic									0 (0)
Ecuador	1 (10)			2 (14)	1 (8)		2 (15)		6 (47)
El Salvador		1 (10)				1 (10)			2 (20)
Guatemala		1 (10)	3 (21)	2 (11)	1 (10)	2 (17)	3 (19)		12 (88)
Haiti					2 (16)				2 (16)
Honduras	1 (10)		1 (10)	1 (10)				1 (12)	4 (42)
Jamaica					4 (25)				4 (25)
Mexico		1 (5)							1 (5)
Nicaragua	1 (5)		1 (8)	3 (16)	1 (5)		2 (12)		8 (46)
Panama		1 (7)	1 (4)						2 (11)
Peru	1 (10)		2 (25)	1 (10)		2 (17)	1 (7)	2 (18)	9 (87)
RDO/C	1 (10)			1 (7)	1 (5)	1 (10)			4 (32)
ROCAP		2 (13)	1 (10)	2 (11)		2 (10)			7 (44)
Other***		1 (7)			1 (5)			9 (101)	11 (113)
TOTAL	7 (70)	13 (95)	13 (101)	14 (87)	12 (78)	8 (64)	9 (59)	14 (140)	90 (694)

NOTES: Each block contains # TDYs, followed by # Person Days contained in parenthesis.
 • Project information on the # of TDYs completed and respective # of Person Days served prior to April 1991 was incomplete and unavailable.
 ** This position has been held by two individuals since LAC TECH began in 1989.
 *** "Other" represents TDYs completed either stateside or in a country not listed.

In disaggregating the information shown in the attached chart, the following is noteworthy:

- The agricultural policy advisory position, the F/NRM advisory position, and the agribusiness advisory position are the three skill areas of greatest interest to missions, as measured by demand for services; they are ranked among the top three in relevance to mission programs by, respectively, 10, 10, and 9 of the 14 missions.
- The other five skill areas comprise a second tier in which no one skill area is ranked among the top three in relevance to mission programs by more than 4 missions.

Despite weaknesses in the data, the strong demand for "first tier" services appears to reflect reasonably accurately the changing character of most agriculture-related programs within the LAC region. The number of "traditional" agriculture activities proposed for FY 93 in the region is extremely limited, whereas there is a noticeable increase planned in the number of new forestry/natural resource management programs. Furthermore, the continued emphasis on sectoral analysis and policy level interventions (at the macro-economic and agriculture, food and natural resource sector levels) is clearly reflected in the demand for such LAC TECH advisory services.

2. Observations

In examining the skill mix, it is important to recognize that the field and AID/W have rather distinct views of how LAC TECH services can best serve their respective audiences. The time horizon for most missions is comparatively short (this year's or next year's program); missions also focus on those skills that directly benefit their programs. AID/W, on the other hand, has a longer term, strategic perspective (planning for the "out" years) and needs skills that are responsive to sub-regional or regional issues as well as extra-regional requests (from the Agency or the Congress). The LAC TECH skill mix must therefore take into consideration both the reactive and the proactive needs of the Bureau.

Given the continuing reduction in the number of agricultural specialists in AID/W and the field, the decision facing the Bureau is not whether a follow-on LAC TECH project is necessary and/or justified. Rather, the decision is whether the number of LAC TECH advisors should grow to offset the loss of DH staff, or whether the number should be held constant and the skill mix shuffled to reflect the changing nature of the region's portfolio of agriculture, natural resource management, environment, rural development, and food aid activities.

If a decision is reached to increase the number of LAC TECH advisors, arguments could be made that an additional agriculture policy specialist plus a natural resource management specialist and/or an agribusiness/food marketing specialist are warranted. Even if the decision is to maintain the existing number of advisors, a question remains whether adding

an agriculture policy specialist (which appears to be the single skill area in greatest demand) would benefit the project more than a continuation of the present skill mix.

The evaluation team favors adding up to three additional advisors in the skill areas identified above. If that scenario is adopted, the team favors greater geographic concentration of skills. We believe this would benefit both the advisors (it would justify becoming more knowledgeable about a set of countries and issues) and the missions they assist. However, if the addition of advisors is not financially or administratively feasible, an alternative would be to change the level of effort of one or more of the skill areas to part-time status to permit the addition of another full-time agricultural policy advisor.

One additional way to increase the effectiveness of the team would be to expand the amount of short-term advisory assistance and discretionary study funds built into the project. These would be used primarily to follow-up on work initiated by the principal advisors or requested by LAC/DR. In discussions with team members, several strongly supported the idea of obtaining additional assistance to complement and extend their work.

3. Recommendations

- **That the requests for LAC TECH assistance from both the field and LAC/DR continue to be monitored closely, to determine whether future changes in the technical skill mix are desirable. A follow-on survey is recommended to elicit from missions and LAC/DR offices additional information on the technical skills of greatest utility in the future.**
- **That consideration be given to amending the project to provide for additional short-term technical services and discretionary study funds to complement the work of the principal advisors.**
- **That up to three advisor positions be added if a follow-on project is approved. The technical positions would focus on special sub-regional (Andean, Caribbean or Central American) issues or sub-specialties.**

D. PROACTIVE VS. REACTIVE SERVICES

1. Description

The LAC TECH project was developed with a clear intent "to foster cross-country fertilization of projects," using "the process of identifying lessons learned in projects in each country and incorporating this knowledge into program, strategy, and project design in other countries in the region on a timely basis" (PP, pp 20-21.). It was envisioned that support

would be both direct, in the form of technical assistance, and indirect, through targeted studies of program experience, lessons learned and dissemination of results.

To date, project services have been largely reactive, focused primarily on direct technical assistance in response to field requests for assistance with project development and implementation. Roughly 40 percent of service-time has gone to support field requests, 30 percent to AID/W-generated actions, and 30 percent for preparatory work, information gathering and networking. This strong service orientation (and the generally high quality of services) are important features to missions.

However, after two and one-half years of the project, there is growing interest on the part of both LAC/DR and LAC TECH team members to increase the proactive aspects of the project--to spend more of the team's time analyzing and synthesizing material in which AID/W or the region as a whole is the principal client.

2. Observations

The evaluation team strongly endorses a more proactive LAC TECH posture. It would greatly benefit both AID/W and the field and would fulfill a project objective of facilitating technology and information transfer among the countries in the region.

Over time, the advisors have become increasingly valuable to the Bureau; because of their extensive travel within the region, they understand most of the issues in the field as well as the program agenda in Washington. Several also have a cross-sectoral perspective that is of growing importance to A.I.D. Therefore, it makes sense to take greater advantage of their collective experience and to share those observations and insights with a wider audience. More proactive work would expand the impact the advisors are having (which is now largely one-on-one), enabling them to spend more time synthesizing lessons learned and focusing on trends and emerging issues.

We see a more proactive LAC TECH role as being important to two different audiences. On one side, disseminating information to missions would complement LAC/DR's role of providing technical direction and guidance to the field; this could include, for example, reporting on trends in food assistance/Title III or U.S. regulatory restrictions on non-traditional agriculture exports or examining marketing issues regarding coffee and spices.

In the other direction, we see LAC TECH developing materials that can be used by LAC/DR to inform and advise LAC senior managers on trends, problem areas and assessments of program effectiveness in the agriculture/natural resource management sectors (see Section I.F.1.b, Information Transfer).

Playing a greater proactive role, however, will also require a change in the orientation of some LAC TECH team members. Instead of simply responding to technical requests from

the field, advisors may well have to provide more help to missions in interpreting technical guidance from Washington. This requires that advisors be conversant with general AID/W policies in the agriculture/NRM areas as well as current LAC Bureau strategic and programmatic direction. In turn, that will require a more consistent and conscious effort by LAC/DR to disseminate such information to the advisors. Thus equipped, LAC TECH advisors will have a strengthened role during their field visits.

3. Recommendations

- That adjustments be made in the schedules of the advisory team to permit more time for proactive work along the lines discussed above. This would include, at a minimum, a period in each quarter (perhaps three weeks) set aside for team members to work together or independently on subjects of regional or sub-regional interest identified and agreed upon by LAC/DR/RD and the advisors.
- That senior LAC/DR managers, and possibly senior Bureau managers, provide periodic updates to LAC TECH advisors on the Bureau's programmatic thinking and strategic direction.
- That the workplans of all LAC TECH advisors require that they be conversant with A.I.D. and LAC Bureau policies and programs that relate to agriculture and natural resource management.

E. PROJECT BENEFICIARIES

1. Description

This section deals with two aspects of project beneficiaries: (a) the evolution of LAC/DR/RD as an important client for LAC TECH services and the desirability of increasing consultation with other offices on overall project direction; and, (b) the concept of "technology transfer" as envisaged in the Project Paper (viz. p.10 ff)

According to the PP, "the project activities consist of studies, analyses, cross-cutting evaluations, conferences, workshops and other training activities, and technical assistance for strategy, program, and project design." These are to be provided primarily to USAID missions, although host countries are also mentioned. Only passing reference is made to a "second" audience, LAC/DR/RD.

In practice, however, the project has evolved into a service activity that supports both the field missions and LAC Bureau. The latter has become a major client for some of LAC TECH's technical skills. Advisors are used for a variety of tasks, including review of and

input into field and AID/W documents, representation at technical meetings both inside and outside the Agency, assistance in developing LAC/DR strategies, and preparation of materials or studies requested by the Congress. As discussed in Section I.C, Technical Mix of Project Services, these demands introduce new considerations for selecting the technical skills of team members.

The skill mix can no longer be driven almost exclusively by the technical requirements of the field. LAC Bureau needs must also be considered. There are regional and sub-regional issues for which LAC/DR technical inputs are essential. In addition, LAC/DR faces requests for technical studies from external sources, e.g. the Congress, as well as requests for inputs into Agency-wide activities and programs. In all these instances, the availability of LAC TECH services has been critical to LAC/DR's ability to respond on substantive technical matters.

Further, project beneficiaries are an issue because the PP is ambiguous about whom the project hopes to assist and for whom "technology transfer" is intended. There is no clear distinction between missions and host countries (and their institutions) in either the logical framework or the body of the text. Skill areas are discussed generally, without noting the clear differences that exist among them. Although most references in the PP are about the provision of technical services to missions, there are references to technology transfer "across national borders," "the efficient transfer of technology and information among LAC countries," and providing technical support for host country program and project development (see PP Project Summary).

2. Observations

The evaluation team notes that there is only limited substantive involvement by offices outside of LAC/DR/RD (in AID/W) or the agricultural offices (in missions) in the process of deciding skill mix or areas of project focus. We believe this approach needs to change, especially given the cross-sectoral nature of many "agricultural" issues. In particular, LAC/DR/RD needs to increase its awareness of activities in other offices that may complement LAC TECH's services and vice versa.

The inputs of LAC/DR/ENV, LAC/DR/HPN, LAC/T&I, LAC/DP (re food aid) and possibly LAC senior management should be sought to confirm that the skill mix and focus of the project fully reflects the Bureau's programs. Periodic meetings could identify overlaps and prevent duplication of effort with other programs. Similarly, in the field, to the extent that they are not already so engaged, the views of non-agricultural offices that may benefit from LAC TECH services need to be represented in the decision-making process.

For example, in the field, the work of some advisors is geared almost completely toward a mission audience, e.g. food needs and agricultural policy, even though it often entails extensive dealings with host country institutions. On the other hand, other advisors work

for the mission but their primary audience is composed of host country institutions and individuals, e.g. plant protection/quarantine and, frequently, agribusiness.

This ambivalence could be remedied by the issuance of an addenda or memorandum that would clarify the project purpose as being the provision of technical services to A.I.D. missions and, where appropriate, to host country institutions at the request of and on behalf of the mission. Technology transfer, as used in 1988 is a misnomer for the objectives of the project as identified. More apropos is the term technical support services, as in the formal name of the project.

3. Recommendation

- That LAC/DR/RD convene semi-annual meetings with LAC/DR management, LAC/DR/ENV, LAC/DR/HPN, LAC/T&I and LAC/DP to review existing and probable future client needs (in the field and in Washington) and to consider any reconfiguration of the LAC TECH skill mix. Field input should actively be sought to confirm any decisions reached.

F. INFORMATION SHARING

1. Description

This section addresses project outreach activities as originally envisaged in the Project Paper (viz. p. 10 ff) as well as those that have since been articulated by LAC TECH Project staff and LAC Bureau and field mission personnel.

2. Observations

In general, materials developed by LAC TECH advisors appear to have a surprisingly limited distribution, a fact which is not in accord with the new proactivism, and, second, because further promotion of the project (what it offers, what it has accomplished, etc.) seems appropriate.

a. Information Transfer

Information transfer to USAIDs must take place on two levels: individual and institutional. On the individual level, the LAC TECH advisors must put special emphasis on visiting with various mission personnel and explaining to them the directions and interconnections in their specialty, in effect, talking the USAID managers through the issues and problems.

In the evaluation team's assessment, some LAC TECH advisors have marketed the project better than others. In part, this may be due to differences in topical specialty--policy matters may appear more salient to some mission personnel than export quality standards or land tenure. In part, this may be due to personality differences--some technicians are uncomfortable 'selling' their services; indeed, some balk even at the mere mention of the term marketing. Whatever the basis for these differences, LAC TECH must make a concerted effort to keep USAID missions informed of the availability of its different services and their utility.

On the institutional level, LAC TECH must publish a periodic, thematic bulletin. Each issue, which might be bimonthly or quarterly, would treat a single topic--agro-forestry, export trade, agribusiness, or whatever--in three or four pages. In outline, the bulletin would have an introductory preface that explained why this topic is important and how to incorporate these concerns into USAID mission planning. The rest of each issue would contain abstracts of the reports the LAC TECH advisors had done on that topic.

In this way, every USAID in the region--not just the one commissioning a particular study or report--could become familiar with that topic and how other USAIDs are handling that matter.

b. Information Transfer for Host-Country Institutions

Information transfer for host-country institutions, agencies, and individuals depends on the determination of whether or not host country audiences are LAC TECH clients.

If information transfer is accepted as an appropriate activity for LAC TECH, it must be recognized that the extent and type of training will vary with the nature of the advisors' fields. Policy specialists are much more likely to work directly with and for the USAID mission. By contrast, technical specialists (e.g., plant quarantine) will probably work more with host country nationals and thus be more involved in information transfer.

At a minimum, the informational bulletins also could be distributed to pertinent host-country audiences. Since these are short, thematic bulletins, the distribution list might vary for each issue. Nonetheless, it would be worthwhile to disseminate this information as widely as possibly.

Second, LAC TECH should place added emphasis on organizing workshops, training sessions, and seminars for A.I.D. and host country officials" that were envisioned in the original PP (p. 62). This is a constant theme throughout the PP: the need to transfer technical information not only to USAIDs but also to host country officials and individuals; moreover, this task was explicitly made part of each technical advisors terms of reference

viz pp. 10, 22, 28, 35, 39, 44, 49, 55, and 62).⁴ Due to different interpretations of the project's mission, however, this component activity has not been fully realized.

3. Recommendations

The evaluation team therefore recommends that:

- LAC TECH publish frequent thematic bulletins that abstract and synthesize all relevant reports, studies and information on specific individual or cross-cutting topics. These bulletins should be distributed broadly to USAID personnel in the LAC Bureau and in the field, as well as to interested host country institutions.
- LAC/DR project management, in collaboration with the institutional contractor, publish a promotional brochure that explains what LAC TECH is, what work it has done and also what skills its individual experts can provide.
- If technical outreach is confirmed as a function of the LAC TECH project, project staff must place added emphasis on organizing the workshops and training sessions for intra-regional dissemination of technical topics that were envisioned in the original project design.

G. GENDER ISSUES

1. Description

In no instance does the Project Paper directly address or place emphasis on gender issues. However, FAA Sec. 102(b), 111, 113, 281(a), listed under "Funding Criteria for Project" in Annex F of the PP states that the project should "promote the participation of women in the national economies of developing countries and the improvement of women's status."

⁴This emphasis is carried through to the institutional contract itself. To quote in full (p. 18): "Up to 16 activities in the form of workshops, seminars and/or studies will be funded under this contract. These activities will relate generally to the technical areas covered under the contract, and to the project's support of LAC Bureau objectives. Detailed scopes and programs for each one of these activities, as well as detailed budgets, will be presented to LAC/DR/RD for approval by the AID Project Officer prior to any commitment for expenditures."

2. Observations

LAC TECH, correctly, deals with gender issues as part of the larger issues at hand. Gender issues appear to be relevant in some fields more than others, but they are in fact everywhere important. Women's access to land, credit, and agricultural extension are almost everywhere major concerns. Food policy obviously affects maternal nutrition and child survival. But even a topic as seemingly gender neutral as agribusiness must (and in LAC TECH does) incorporate a gender component. For women are typically the food processors and flower handlers.

3. Recommendation

- Gender issues should be monitored by the Assistant to the Project Manager and by the Assistant to the Chemonics Project Director. The monitoring activity will ensure that all technical and policy assignments give due and necessary attention to gender issues.

II. PROJECT MANAGEMENT AND ADMINISTRATION

Two and one-half years into its operation, the LAC TECH project has a complex but functional management structure. As in any project, some modifications or improvements in project management would be beneficial, in this case to help ensure that LAC TECH continues to remain responsive to Mission and LAC Bureau needs. On balance, management of the project gets good marks.

LAC TECH combines an institutional contract, three individual RSSAs with USDA/OICD, and two buy-ins to R&D/EID central projects, one for short-term technical assistance and research, and one for long-term technical assistance. Although a single institutional contract would be more tidy, there are good reasons for generally maintaining the current mix of contract mechanisms. These are discussed below.

A. A.I.D. PROJECT MANAGEMENT

1. Description

Overall project management responsibility for LAC TECH resides with LAC/DR/RD. The project management team is headed by a direct hire project officer who works with other DH technical backstop officers and an assistant to the project officer (RSSA from USDA/OICD) to provide overall program direction and guidance as well as to oversee day-to-day project activities--assessing requests for technical services from missions, coordinating and approving TDY travel of LAC TECH advisors, shaping advisor workplans, and regularly

interacting with R&D/EID, USDA/OICD, and contractor project management staff. The project manager coordinates the efforts of the DR/RD backstop officers, provides project status information to the office chief and LAC/DR Deputy Director as appropriate, approves all cable traffic, and monitors contractor compliance.

LAC/DR/RD has now assigned direct-hire officers to backstop each LAC TECH technical advisor. More specifically, each officer assumes both functional and geographic oversight responsibilities. One functional officer supports the activities of the Trade and Investment, AGREE, and Plant Protection and Quarantine advisors; another backstops the Land Tenure, Food Policy, and Agricultural Policy advisors; and the project manager oversees the work of the Forestry/NRM advisor.

Functional officers support the technical advisors in several ways. They assess the relevance of field mission requests for LAC TECH advisory services; determine the strategic, programming, or regional importance and transferability of a particular activity or study; set scopes of work with the technical advisor; conduct performance evaluations of technical advisors; review TDY scheduling and workplans; liaise with Mission staff; and assist technical advisors determine how best to respond to Mission or LAC Bureau requirements.

LAC/DR/RD convenes an annual planning and management meeting of all LAC TECH-related personnel to address outstanding management and technical issues. The last such meeting was held in December 1991.

2. Observations

LAC/DR/RD project management has performed well overall given the mix of contracting mechanisms involved and the changing nature of both Agency directives and Mission program portfolios. Moreover, LAC/DR/RD project management has done an admirable job of backstopping the technical advisors at a time when technical staff in both the Bureau and field missions continue to be scaled back. Apparently, an important reason why LAC TECH functions relatively smoothly is the high level of interaction, teamwork, and professional camaraderie among LAC/DR/RD staff.

However, numerous changes in the project's administrative personnel have occurred over the past several years. During this time, turnover of staff assigned to LAC/DR/RD has been relatively high at a time when demand for project services has steadily increased.

Within the past six months, project management has begun to set in place certain management and administrative systems and sets of procedures for project personnel. Prior to this time, project management was somewhat fluid, with an almost ad hoc quality. Perhaps the turning point was the 1991 annual planning and management meeting which properly addressed a number of management issues and proposed measures to correct or

set up the necessary management systems. Many adjustments are underway, although it is too early to assess their effectiveness.

a. Management Burden

Like the Agency as a whole, neither LAC/DR/RD nor LAC TECH has escaped the paring down of direct-hire professional staff or the impacts this is having on existing and future management of program and project activities. As individual management burdens increase, there will be a greater need for ever more efficient management systems. LAC TECH is now faced with an increasing management load thrust upon a decreasing staff, as the number of functional officers currently used to backstop the technical advisors is reduced.

As it currently stands, three functional officers (one of which is leaving LAC/DR/RD) must backstop an average of three technical advisors. The broad range of requests for technical services under LAC TECH and the limited number of functional officers creates a situation where it is difficult for them to provide meaningful input on technical issues outside of their own area of expertise. This situation is only likely to increase as the financial policy advisor begins work in the near future.

According to most technical advisors, LAC TECH has experienced a steady increase in requests by missions for technical services since the project began. This has forced an increased level of involvement by the functional officers to work with the project manager and the technical advisors in determining whether or not to accept requests for technical assistance, defining workplans and preparing research and study agendas.

b. Strategic Outlook and Planning

In the past, LAC TECH advisors tended to respond more to the urgent rather than the important. That is, project personnel appeared more reactive than proactive. To a lesser degree, this approach to providing technical services remains intact. However, LAC/DR/RD project management took steps at the 1991 Annual Planning and Management Meeting to address this issue. Project staff are becoming increasingly forward-thinking and reoriented to emerging topical issues and problems of regional or Bureau importance, rather than only Mission or project-specific. This is reflected in the type of TDY missions and Washington-based work that technical advisors are now undertaking. Certain advisors are focussing more time on conducting studies, analyses or cross-cutting evaluations of broad applicability and relevance to the LAC region.

Nevertheless, certain constraints continue to hamper effective planning. A major problem has been the inability of project management to convene project meetings with the entire management, administrative, and technical staff. Only once since project start-up has a

meeting been attended by the entire staff. Even the annual planning and management meetings have not been attended by all project personnel.

Hectic travel schedules of the technical advisors (although planned as much as four months in advance) prevent regular meetings of the entire project team to coordinate or modify near-term courses of action. Constant travel also hinders some advisors from staying abreast of the most recent technical advances in their respective fields. It warrants mention that a high frequency of travel, which is desirable in a project of this type, does not prevent long-range management planning.

c. Activity Coordination, Communication, and Information Flow

In general, intra-project communication and information sharing is good. This is attributed in large part to the small, collegial working arrangement of project management and technical staff. This openness is reinforced by a revolving weekly staff meeting (at Chemonics and OICD), and frequent brown bag seminars for project personnel.

Communication channels with most Missions are fairly well established; a few missions are not fully aware of LAC TECH technical services. Early on in the project there was some confusion of the part of missions as to who was the appropriate person to contact (i.e., the project manager, functional officer or the technical advisor) for LAC TECH technical services. A quarterly cable from the Chief of LAC/DR/RD reminding missions of the availability of LAC TECH support--and how to access service--has helped to reduce the confusion and misunderstanding.

Communication linkages with other LAC Bureau and AID/Washington offices appear less well developed and more ad hoc. In particular, not all technical advisors appear to be as up-to-date as they should be on emerging Bureau- or Agency-wide policy directives and how they relate to their particular scopes of work.

Another issue, though less problematic, is that project staff is divided between two offices, one in New State, the other at 2000 M Street, requiring constant telephone contact between project management and technical staff at the two sites.

d. Scheduling LAC TECH Assistance

Initially, when missions were acquainting themselves with LAC TECH's services, the project was supply driven. Only a loosely defined process for selecting from among field requests for assistance was necessary. With the growth in demand for project services, however, that needed to change.

The current process of identifying technical needs within the region relies heavily upon a quarterly exchange of cables between the field missions and LAC/DR/RD, plus frequent phone and fax communications. This serves as the principal mechanism for deciding who goes where and when to do what. All field requests are supposed to be directed to the project officer; however, requests also come in to the other LAC/DR/RD backstop officers and directly to LAC TECH advisors. This has the potential for being a serious problem, although apparently there has not been any abuse of the system and the project officer has stayed abreast of all travel.

Cable requests and scopes of work are assessed for their relevance to Bureau priorities. LAC/DR/RD and LAC TECH staff periodically meet to review requests and set travel schedules. An outcome of the annual project review in December 1991 was the establishment of a task force to develop more formal criteria. This has become necessary as demand begins to outstrip supply. As of this writing, the criteria have not yet been finalized.

The system is logical and functional although some advisors felt they had far too little advance notice of TDYs and were unable to prepare themselves properly. A more consistent effort needs to be made to advise the advisors of TDY requests or changes in plans. While it is probably unrealistic to expect that an accurate long-range schedule can be developed, even a series of reasonably accurate shorter range schedules would be helpful. Since the arrival of the assistant to the project manager, however, greater attention is being paid to developing a current TDY/leave schedule for the advisory team. This appears to be a very useful management and planning tool.

From the field perspective, LAC/DR is very responsive to their requests. However, one downside of this willingness to be as responsive to mission requests as possible (which has earned LAC/DR high marks), is that advisors are occasionally sent out without sufficient time to prepare for their trips. This has been noted by several of the advisors, especially in the case of back-to-back assignments. More lead time is needed.

In addition, the project has not kept a central file on the number of TDY missions, person-days per mission, etc. since the project began, although each technical advisor has kept individual records of TDY assignments executed. A standardized format is needed. One useful tool that has recently been instituted is a one-page TDY fact sheet that lists the scope of work for a particular assignment, country visited, length of TDY, persons contacted, principal output(s) and other pertinent information.

e. Report, File, and Document Management

An area that is in great need of improvement is the cataloguing, handling, and distribution of LAC TECH memoranda, products, and other deliverables. The evaluation team

commends the LAC/DR/RD current efforts to update and complete their project files and strongly urges that LAC/DR/RD bring this task to fruition.

Trip report formats and descriptions of accomplishments of technical advisors have been left to the discretion of the advisors. The lack of a standardized reporting system or a listing of all materials produced under LAC TECH has made it difficult to ascertain overall project impact and the contributions made by each advisor. Moreover, LAC TECH does not have in place a procedure for distributing project reports or documents to USAIDs, LAC/DR/RD, or other AID/Washington Bureaus, thereby lessening the potential impact and usefulness of the project. According to the Project Paper, "the Project Manager will be responsible for assuring that all work products and reports are distributed to agricultural officers in field missions and that executive summaries are distributed to appropriate management-level officers in each Mission and in AID/W."

3. Conclusions and Recommendations

Several steps might improve overall LAC TECH responsiveness to Missions and the LAC Bureau, as well as ensure that more efficient management systems are established and certain procedures become standardized. Possible changes include:

- Having project management and technical staff participate in drafting and critiquing each others' annual workplans as a means of identifying possible areas of collaboration for future cross-cutting studies (e.g. the impact of non-traditional agricultural export strategies on have on sustainable forest management).
- Eliminating TDY missions to the LAC region during mid-December to mid-January (this period coincides with holiday slowdown throughout Latin America). This time should be spent working as a team to review the just completed year's work and prepare a strategic outlook for the coming year. It also would allow individual advisors the time to prepare a synthesis of his or her work and an outlook for the future. Such a synthesis would be a valuable planning tool for LAC Bureau policymakers. Also, this time in Washington could prove invaluable for technical advisors to peruse the professional literature and catch up on late breaking developments in their respective fields.
- Conducting a three-day retreat with mandatory attendance by all LAC TECH project management and technical staff during the December-January travel recess to review achievements of the past year and to consider how emerging issues in the LAC region might effect or change project services. Representatives from LAC/T&I, LAC/ENV, LAC/HPN, R&D, CDIE, and other A.I.D. bureaus should be invited to attend. Involvement of other Bureau and Agency staff will help foster cross-fertilization of emerging topical issues relevant to A.I.D., the LAC Bureau and the Missions throughout the LAC region. Outside speakers from private industry

working in the region, policy think tanks, university faculty, etc. also could be invited to present their views of emerging regional issues. (Parenthetically, more outside specialists might be invited to speak to LAC TECH staff meetings; USDA/OICD has been particularly active in this regard.)

- Streamlining the decision-making process of how to determine which requests from field mission to accept or turn down. LAC TECH should prepare a standardized TDY request form (one-two pages) and provide multiple copies to each mission. The standardized form would permit project management, functional officers, and technical advisors to more easily compare and contrast mission requests.
- Specifying dates (e.g., the first day of December, March, June, and September) for Missions to submit their requests for LAC TECH assistance during the next quarter.
- Placing all project technical advisors at 2000 M Street as a way to improve intra-project communication and cross-fertilization of ideas; or, locating all RSSAs in LAC/DR and all Chemonics staff at 2000 M Street.
- Finalizing the process for creating a centralized list of TDYs completed by technical advisor, country, and activity undertaken. This should be up-dated on a monthly basis.
- Preparing a bibliography of all documents (i.e., research studies, cross-cutting evaluations, strategic plans) prepared by project technical advisors and making it available to LAC Bureau, R&D Bureau and field missions.
- Filing all reports, research papers, etc. of all technical advisors in the project resource library at 2000 M Street and at New State.

B. CONTRACTOR PROJECT MANAGEMENT

1. Description

The institutional contract portion of LAC TECH is directed by a senior project manager that works one-half time and is the principal liaison with LAC/DR/RD. The project manager is responsible for overseeing the activities of the Agricultural Policy Advisor, Trade and Investment Advisor, and the AGREE Advisor, as well as 34 person-months of short-term technical assistance to support the work of the long-term advisors. Together, the

Chemonics project manager and the LAC/DR/RD project manager organize resources and coordinate the different project activities.

A full-time project administrator is responsible for handling overall logistics and travel arrangements, standardizing operational procedures, and monitoring the contract budget and expenditures. In addition, she provides occasional editing and technical review of documents prepared by the advisors. To round out the project backstopping team, Chemonics is in the process of hiring a part-time administrative assistant (that will be paid out of company overhead).

2. Observations

LAC TECH as a whole has benefitted immeasurably from Chemonics' active participation in project management and administration. The contractor has done an exemplary job of managing its portion of LAC TECH and ensuring the timely delivery of most services. Chemonics properly devotes a great deal of time and energy to contract management including the monitoring of project finances and expenditures.

The contract manager is an accomplished administrator and is familiar in the range of technical areas covered under LAC TECH. An added benefit is that the contractor project administrator also has relevant academic training in this area and is thereby able to support the technical advisors from time to time. It is apparent that the contractor's management and administrative staff have a well developed working relationship with LAC/DR/RD staff.

As a result of the last annual planning and management meeting, the Chemonics project administrator and the RSSA assistant to the project manager are currently putting together a long overdue collection of operations bulletins that will lay out the procedures that each technical advisor must follow when preparing for a TDY, completing paperwork such as trip reports, etc. These materials (brief one-page bulletins) will be kept in a loose leaf binder notebook. The notebook will be a great addition to the project and should greatly contribute to improving overall efficiency of certain administrative matters.

LAC TECH manages a project library that is housed at 2000 M Street which serves as a central repository for technical documents such as journals, trade magazines, country-specific reports and studies, etc. that can be used by the technical advisors.

a. Appropriateness of the Contract Mechanism

The institutional contract is significantly more expensive in terms of overhead on salary and fringe benefits than the USDA/OICD RSSAs (approximately two to three times). The R&D/EID buy-ins, which go to institutional contractors and universities, also have relatively high overhead rates. However, this additional overhead allows the competitively bid contract to be relatively self-sufficient in terms of administrative support, thus minimizing

the management burden of LAC/DR/RD. Chemonics management team provides not only all logistical support, but also timely administrative and financial reporting.

3. Conclusion and Recommendations

Overall, the institutional contract is well managed and executed.

- The institutional contract should be used as the major contracting mechanism for long-term technical advisors; and, as one mechanism for contracting short-term technical assistance and studies.
- Prompt completion of the collection of operations bulletins should be a priority.
- The entire team should together review drafts of the operations bulletins when completed. The Chemonics Project Administrator and the RSSA Assistant to the Project Manager should provide training in their use to all project staff.

C. RSSA PROJECT MANAGEMENT

1. Description

At the outset, the existing USDA/OICD RSSA with LAC/DR/RD was again amended (for the 15th time) with funding from the LAC TECH project. This RSSA was overseen by LAC/DR/RD project management, who liaised with USDA/OICD. Currently, the four RSSA staff working with LAC TECH (Plant Protection and Quarantine Advisor, Natural Resource Management Advisor, and Food Policy Advisor, and Assistant to the Project Officer) are split between New State and 2000 M Street.

2. Observations

The original RSSA proved to be cumbersome as a single instrument, and was therefore replaced within a year by individual RSSAs for each USDA/OICD technical advisor. This revision helped clarify budgetary amounts available to each advisor for TDY travel and other project-related activities. When the present revision of USDA financial procedures is completed, assessed, and adopted, LAC/DR/RD should review the existing multiple RSSA arrangements in order to further improve financial and management efficiency.

To ease the LAC/DR/RD project management burden, an Assistant to the A.I.D. Project Manager was hired under one of the RSSA agreements through USDA/OICD in January 1992. The assistant's responsibilities are to support the project manager in tackling the

whole range of project activities. This position was badly needed and is a welcome addition to the LAC TECH project.

A major difficulty is that the assistant does not have a permanent office. She must therefore shuttle between LAC TECH project offices at New State and 2000 M Street. A permanent office would enable the assistant to more effectively respond to all the activities for which she is responsible.

RSSA personnel have sometimes had expectable difficulties in travel arrangements. First, RSSA technical advisors actually travel under an official government-issued passports, so they must often obtain visas through the Foreign Agricultural Service). This extended process has the potential of delaying the promptness of advisors' responses to field requests. Similarly, passports and travel advances must be picked up at USDA/OICD. A solution to these small problems would be to use a private courier service to deliver the documents to the RSSA staff at their offices.

a. Appropriateness of Contract Mechanism

USDA/OICD's management team is handicapped by their location in USDA while the RSSA technical advisors sit either in LAC/DR/RD or Chemonics International. As a result, logistical support for the technical advisors—ticketing, visas, travel advances—can sometimes be complicated. The situation has improved continuously since Project Year (PY) 1, and will be still better now that an assistant to the project manager has been hired; but the separate, scattered offices will likely continue to cause some problems in communication and support. Further, from the LAC/DR/RD perspective, USDA/OICD financial and administrative reporting may not be entirely compatible in format or timeliness with A.I.D. requirements.

3. Conclusion and Recommendations

As the assistant to the project manager becomes more familiar with the project, the contributions to the project will become apparent. To improve the effectiveness and efficiency of RSSA contract management and administration, LAC TECH should:

- Limit the RSSA appointments to those fields where either institutional access to a USDA office (e.g., APHIS) is required; or, the technical expertise (e.g., food security policy) is largely found in USDA.
- Consider moving all RSSA staff (that is the three technical advisors and the assistant to the project manager) to the same office. This would greatly enhance backstopping and operational support to the three technical advisors.

- Otherwise, find a permanent office for the assistant to the project manager. If this is not possible, prepare a regular schedule where she splits her time between New State and 2000 M Street.

D. R&D BUY-INS (ACCESS II and DESFIL)

1. Description

LAC TECH currently uses two buy-ins to central R&D/EID projects to access long- and short term technical services. The buy-in to the ACCESS II project provides a long-term technical advisor in land-tenure law. The buy-in to the DESFIL project provides short-term technical assistance to Missions and research on fragile lands.

(A third R&D/EID buy-in, to the Rural Financial Markets project with Ohio State, was contemplated in the original PP. Rather than using the buy-in mechanism, however, a rural financial markets specialist was recently hired through the institutional contractor.)

2. Observations

Administratively, buy-ins to central projects interpose an additional link in the chain of command. That is, LAC/DR/RD project managers must officially deal with, and through, the R&D/EID project officer on matters such as requests for services, mission authorization and the like.

At the same time, logistic and administrative support to the long- and short-term technical advisors is provided by the R&D/EID contractor or grantee for the particular project. Chemonics is the contractor for the DESFIL project; and, the Land Tenure Center is the grantee under the ACCESS II project.

Thus, in operation, LAC/DR/RD project management may deal directly with the LAC TECH technical advisor but frequently must go through the R&D/EID project officer when it is necessary to deal with the institutional contractor or grantee. In those instances where LAC/DR/RD management directly deals with the R&D implementing office, LAC/DR/RD management must keep the R&D/EID project officer informed.

The evaluation team believes that this contracting mechanism should be used mostly when a central, R&D project offers specialized technical expertise that is either not easily obtained or simply not available otherwise.

These considerations notwithstanding, it warrants mention that buy-ins to central projects offer a series of advantages that justify their use in the LAC TECH project.

a. Appropriateness of Contract Mechanism

The two buy-ins to the central R&D/EID projects, DESFIL and ACCESS-II, pose different issues. When a geographic bureau buys into a central project, it gets not only the assistance it wants but also the possibility of influencing the R&D agenda. This is an important point, for the geographic and central bureaus have long been at odds over just what services the new R&D (the earlier S&T, and before that TAB) Bureau provides to USAID missions.

For buy-ins to have maximum benefit for the LAC Bureau, a specific use for the buy-ins to core funds must be agreed upon by R&D and the LAC Bureau beforehand. These funds are subsequently released, year-by-year, upon approval of a work plan agreed to by the geographic bureau, R&D technical staff, and the institutional contractor or university. (Commonly, without such a procedure, the contractor or university controls the use of the entire pool of buy-in funds, which may result in a loss of influence by the geographic bureau on the direction of the project.) At present, EID is the only R&D office which has implemented such a procedure.

3. Recommendations

The evaluation team recommends that:

- Buy-ins to central projects be limited largely to technical assistance and research on matters where the central projects have demonstrated predominant capability (e.g., DESFIL for fragile lands).
- LAC/DR/RD should specify in a memorandum of understanding with R&D/EID precisely what financial information will be required and in what format, so that the R&D/EID project officers will be able to maintain those additional records from the outset.
- Finally, any future redesign of LAC TECH should consider the entire menu of R&D projects (e.g., R&D/FENR's Forestry Management Support Project, R&D/AG's Post-Harvest CRISP; R&D/EID's decentralization project)--if those offices establish procedures necessary for successful joint management of the buy-in.

III. CONCLUSIONS

The evaluation team finds that the LAC TECH project, in its different parts and as a whole, is very effective. LAC TECH is a flexible, quick-response mechanism that meets both LAC Bureau management and mission needs. LAC TECH project management in LAC/DR/RD, Chemonics International, and USDA/OICD is exemplary--not merely

experienced but also adept at working as a team. Finally, the technical advisors are--to a person--among the best qualified and experienced in their respective fields.

The evaluation team therefore takes this opportunity to commend all of the individuals who have contributed to the success of this project.

Finally, the team finds that LAC TECH is--and will remain--critical for the success of LAC Bureau, LAC/DR/RD, and the USAIDs in LAC region. In the view of this evaluation team, LAC TECH will have to be renewed once the current project ends precisely because it performs such vital technical and strategic functions.

ANNEX A:
SCOPE OF WORK

R 6: Draft scope of work for proposed delivery
order under #10 IQC PDC-0085-I-00-9061-00

* Please call if transmission is unclear or incomplete.

II.

The purpose of this evaluation is to provide the following information:

- A. An analysis of project progress toward the objectives set forth in the Project Paper (PP) as defined by the output, purpose and goal statements.
- B. Recommendations to improve management operations, use of project resources and quality of outputs.
- C. A forward-looking assessment of the needs of the Rural Development Division and the Latin American and Caribbean Bureau that can be met by the LAC TECH Project.

III. BACKGROUND

The LAC TECH Project began in August 1989 and provides technical support to the LAC Bureau and LAC missions through existing AID/W agreements, buy-ins and contracts with OICD, The Land Tenure Center at the University of Wisconsin and Chemonics International Inc. The project activities consist of technical assistance, studies, analyses, cross-cutting evaluations, workshops and other training activities for strategy, program, and project design and implementation delivered in support of missions' agriculture and rural development programs. Eight long-term specialists provide expertise in eight priority technical fields: agricultural policy analysis; natural resources management; land tenure security; agribusiness and trade development; agricultural research, extension, and education; plant quarantine/treatment; food policy; and, financial policy.

Current long-term personnel funded under the project include:

Forestry and Natural Resource Management (USDA/OICD): David Gibson

Food Policy (USDA/OICD): Roberta van Hasfen

Plant Protection/Quarantine (USDA/OICD): Robert Bailey

Agricultural Policy (Chemonics): James Riordan

Financial Policy (Chemonics): To be filled by 3/91

Agribusiness and Trade (Chemonics): Ken Weiss

Agricultural Research, Extension and Education (Chemonics): Kerry Byrnes

Land Tenure (LTC/UW): Steve Hendrix

In addition to the advisors listed above, the RSSA with USDA/OICD and the Chemonics contract each fund a full time administrative position for support of the advisors and liaison with A.I.D. project management. The Chemonics contract also funds a half-time senior program manager to deal with broader coordination and contract management issues.

Each of the three RSSA advisors is funded under a separate agreement with USDA/OICD. The RSSA administrative position (Logistical Coordinator) is funded for convenience under the agreement for the Plant Protection/Quarantine Advisor.

The Land Tenure Advisor is funded through a buy-in using LAC TECH funds to the Access the Land, Water and Other Natural Resources II Project (ACCESS II, 936-5453). The Advisor is provided under a cooperative agreement with the Land Tenure Center at the University of Wisconsin.

The Project Paper foresaw the need for nine separate contracting actions to procure project services. One of the nine contracting actions would be competitive. After two years of project activities nine organizations have been contracted.

In the interest of management efficacy the LAC/DR/RD has taken the decision to minimize the number of management units within the project and to consolidate services where appropriate under one contract or agreement. Reduction in USDH staff mitigates against separate procurement actions for each type of service called for under the project. For this reason the Chemonics contract was recently amended to allow the contract completion date to coincide with the PACD, to add the Financial Policy Advisor position and to increase the amount of person months for the short-term technical assistance. The arrangements for RSSA services are an exception to the trend towards consolidation and separate agreements have been signed for each advisor for better financial tracking of expenditures.

IV. Statement of Work

A. Handbook Requirements

A.I.D. (Evaluation Handbook, p. 23) requires that all evaluations examine several broad concerns that are applicable to any type of development assistance. These concerns are:

- o **Relevance** Are the development constraints the project was initially designed to address still germane to current A.I.D. strategies?
- o **Effectiveness** Is the project achieving satisfactory progress toward the stated objectives?
- o **Efficiency** Are the effects of the project being produced at an acceptable cost compared with alternative approaches to accomplishing the same objective?
- o **Impact** What positive and negative effects are resulting from the project?

The evaluation team is expected to go beyond the simple examination of inputs, outputs and the project paper to explore these broader issues and in particular to assess the utility of LAC TECH as a tool to be used for achieving RD's mission of serving and setting Bureau and mission agendas.

B. Illustrative Issues and Questions to be Addressed

The evaluation team should concentrate their efforts on project impact and the type of services that RD will require for the duration of LAC TECH (August 1993) and for the remainder of the decade. The team should review the questions listed below and be prepared in the first week of work to agree upon a specific focus with RD.

1. Project Structure and Focus

- a. What has been the overall impact of the project? What are the most significant accomplishments? The team should list at least 10 examples of past accomplishments and indicate what future accomplishments should be included in project planning documents.
- b. What do the principal clients of the Project (the LAC Bureau and the LAC missions) say about the nature and quality of the services provided by the project. Two TDYs are planned as part of the evaluation and are scheduled for week two. One person will travel to Caribbean or South American countries and one team member will travel to Central American countries.
- c. Is the mix and number of technical areas appropriate? Are the methods of selecting those areas relevant? Do the technical fields reflect LAC Bureau objectives? Are the contracted personnel sufficient to address these objectives?
- d. Is the mix of contractual mechanisms and agreements (RSSA, buy-in to ACCESS II and competitively-bid contract with Chemonics) appropriate? Factors to consider include client requirements, management burden, A.I.D. development strategies.
- e. What improvements can be made in the transfer of information about the project services and accomplishments between RD and clients in the LAC Bureau and the missions? Factors to consider include newsletters, evaluations, workshops, meetings etc.
- f. Are there improved methods to identify client requirements?

- g. Is there a need for a follow-on project in 1993. If a follow-on project is desirable what changes should be instituted under the current project and what changes would be most appropriate to begin only upon the initiation of a new project?
- h. How can the project improve its effectiveness in addressing gender related issues?
- i. Identify and agree upon specific methods that RD can use to optimize its time and effort and continue the provision of a rapid and wide array of technical services. The team should use the planned TDYs, previous pollings of mission interest in the project and the team's own phone/fax contact with missions to determine how the project can better serve mission needs.
- j. How can operational procedures be refined to improve project implementation and attainment of objectives for the Rural Development Division, the LAC missions and the LAC Bureau? How can the advisors be better utilized to promote the RD agenda?
- k. The Team should consider proactive vs. reactive technical support provided by LAC TECH. What have been the trends to date? A management review in December 1991 concluded that advisors should increase their emphasis on longer term efforts that would help make the LAC Bureau and mission agendas rather than simply react to requests. The team should prepare recommendations on what percentage of time should be devoted to these proactive type activities in the different technical areas and the steps required to procedurally implement this change.
2. **Management and Administrative Issues**
- a. What administrative support issues need to be addressed in order to make the advisors more effective?
- b. How can the financial management of the project be improved?
- c. How effective is the administrative support provided by the contractors, USDA and the ACCESS II Project?
- d. How can collaboration with other AID/W Projects be improved?
- e. What is needed to improve project reporting, documentation management and distribution of information within the project and to clients?

V. Methods and Procedures

The evaluation team will review available project documents and conduct key informant interviews with project staff in the LAC Bureau, USDA, Chemonics, the Access to Land, Water and Other Natural Resources (ACCESS II) project, and users of project services in the LAC missions. Selected missions will be visited and other missions will be surveyed by phone and other means to incorporate their observations into the evaluation report.

VI. Evaluation Team Composition

A. General Requirements

The evaluation team will be composed of three persons; a team leader, an Agricultural Development Specialist and an Administrative Assistant. The team should have extensive interdisciplinary skills with expertise in project management, agriculture and development in Latin America.

Language proficiency in Spanish is preferred but not required.

A fourth team member will participate in the evaluation if an A.I.D. direct hire officer from an LAC mission can be recruited.

B. Specific Requirements and Responsibilities

1. Team Leader / Evaluation Specialist

- o 15 years of experience in the design, implementation and evaluation of Latin American Agricultural Development Projects.
- o Exceptional organizational and writing skills.
- o Familiarity with current A.I.D. evaluation guidelines.
- o The Team Leader has final responsibility for managing the contributions of the other team members and delivery of the final report.

2. Agricultural Development Specialist / Administration and Supervision. Assistant

- o 10 years of experience with Latin American Agricultural Development Projects.

- o **Exceptional organizational and writing skills.**
- o **A Master's degree in the Agricultural Sciences and/or extensive experience with contract and project management.**
- o **The Agricultural Development Specialist is responsible for production of report components as assigned by the Team Leader.**

3. Administrative Assistant

- o **Exceptional familiarity with Wordperfect and demonstrated advanced typing abilities.**
- o **Exceptional organizational and writing skills.**
- o **A college degree is required.**
- o **The Administrative Assistant is responsible for all logistical and administrative support of the team under the direction of the Team Leader. Potential duties will include typing, production of copies, communications and editing.**

VII. Reporting Requirements

A. Report Structure

The report format will include an executive summary, body of the report and relevant annexes.

The executive summary will include the development objectives of the project, purpose of the evaluation, observations and recommendations.

The body of the report should include: 1) the purpose of the evaluation; 2) description of the project structure, clients, questions and issues to be addressed; 3) team composition and study methods; 4) observations and comments supported by findings; 5) conclusions and related recommendations stated as actions to be taken to improve project performance and accomplish the RD Division's mission.

The report should not exceed 40 pages in length (excluding annexes). The executive summary should not exceed two pages in length. Annexes should include a copy of the scope of work for the evaluation, a list of documents consulted and individuals contacted, a recent copy of A.I.D. evaluation guidelines.

B. Schedule

During the first week of work the evaluation team will propose a schedule for RD approval. An illustrative schedule is as follows:

Initial draft of the report should be delivered (10 copies) to LAC/DR/RD 15 working days after initiation of the work order. The final draft will be delivered (25 copies) within 25 working days after initiation of the work order. Upon A.I.D. approval the contractor will deliver 50 copies of the report pre-addressed to the recipients as specified by A.I.D. evaluation guidelines.

An oral presentation of the initial draft will be made by the team approximately 20 working days after initiation of the work order. The exact date will be proposed by the Team Leader and approved by RD. An oral presentation of the final draft will be made by the team approximately 35 working days after initiation of the work order on a date proposed by the contractor and approved by RD.

Week 1 Team reports, begins work and agrees upon a specific focus with RD.

Week 2 Team Leader and Agricultural Development Specialist TDYs. Administrative Assistant remains in Washington, D.C. and continues to assemble background materials and/or assists ADO.

~~Week 3~~ ~~Team completes initial draft and delivers 10 copies to RD.~~

Week 5 Team completes final draft and delivers 25 copies to RD.

Week 7-8 Team makes an oral presentation of final draft and upon A.I.D. approval delivers 50 copies of final report to RD.

Level of effort:

Team Leader - 25 person days

Agricultural Development Specialist - 20 person days

Administrative Assistant - 25 person days

ANNEX B:
LIST OF PEOPLE CONTACTED

**ANNEX B
LIST OF PEOPLE CONTACTED**

A. AID/LAC/DR

**Peter Bloom
Director
LAC/DR**

**Elena Brineman
Deputy Director
LAC/DR**

**Joseph Salvo
LAC TECH Project Manager
LAC/DR/RD**

**Wayne Nilsestuen
Chief
LAC/DR/RD**

**John Dorman
ADO
LAC/DR/RD**

**John Fasullo
ADO
LAC/DR/RD**

**Timothy O'Hare
ADO
LAC/DR/RD**

**Jim Hester
Chief
LAC/DR/EN**

**Jim Hradsky
Division Chief
LAC/DR/CAR**

**Nicholas Studzinski
HPN Officer
LAC/DR/HPN**

**William Shuh
Director
LAC/DI**

B. CHEMONICS INTERNATIONAL

**Candace Conrad
Project Manager**

**Susan Corning
Project Administrator**

**Kerry Byrnes
AGREE Advisor**

**James Riordan
Agricultural Policy Advisor**

**Scaff Brown
Former Agricultural Policy Advisor**

**Kenneth Weiss
Trade and Investment Advisor**

**James Chapman
DEFIL Project Manager**

C. LAND TENURE CENTER

**Stephen Hendrix
Land Tenure Advisor**

D. USDA/OICD

**Robert Bailey
Pest and Plant Quarantine Advisor**

**Robert Van Haeften
Food Policy Advisor**

**David Gibson
Forestry and Natural Resources Advisor**

**Andres Delgado
Branch Chief, IPP**

D. USDA/OICD (cont.)

Robert Gray
Deputy, IPP and Program Leader

Lauren Clement
Assistant to the Project Manager

E. AID/R&D

Eric Chetwyn
Office Director
R&D/EID

Gloria Steele
Division Chief
R&D/EID

Pamela Stansbury
ACCESS II Project Manager
R&D/EID

Peter Frumhoff
DESFIL Project Manager
R&D/EID

Robert Mowbray
Forestry Support Project Manager
R&D/FENR

Al Hurdis
Deputy Office Director
R&D/AG

F. AID/AFR

Ben Stoner
Division Chief
AFR/ARTS

John Gaudet
Environmental Officer
AFR/ARTS

G. USAID PERSONNEL THAT RESPONDED TO THE QUESTIONNAIRE

Jaime Correa-Montalvo
USAID/Costa Rica

Ronald Stryker
USAID/RDO/Caribbean

Brian Rudert
USAID/Nicaragua

Kenneth Ellis
USAID/El Salvador

David Gardella
USAID/Panama

Raymond Waldron
USAID/ROCAP

Audon Trujillo
USAID/Peru

Mark Smith
USAID/Jamaica

David Alverson
USAID/Ecuador

Rafael Rosario
USAID/Honduras

Paul Novick & Gordon Straub
USAID/Guatemala

G. USAID PERSONNEL THAT RESPONDED TO THE QUESTIONNAIRE (cont.)

Frank Zadroga
USAID/Mexico

George Like
USAID/Belize

J. Sleeper
USAID/Bolivia

Ray Rifenburg
USAID/Dominican Republic

H. PERSONAL USAID MISSION INTERVIEWS

USAID GUATEMALA:

Steven Wingert
Deputy Director

Gordon Straub
ADO

Paul Novick
Dep. Ag. Development Officer

Alfred Nakatsuma
Natural Resources Officer

Frederick Mann
Asst. ADO

ROCAP:

Lars Klassen
Deputy Director

Ron Curtis
Contractor

Paul Tuebner
Sup. PDO

USAID/NICARAGUA:

Ken Schofield
Deputy Director

Brian Rudert
ADO

Richard Owens
Asst. ADO

Ralph Connelly
Asst. ADO

USAID/ECUADOR:

Charles Costello
Director

Robert Kramer
Deputy Director

David Alverson
ADO

Ronald Ruybal
Natural Resources Officer

ANNEX C:
SAMPLE QUESTIONNAIRE



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

TO:

FROM: Wayne Nilsestuen
AID/LAC/DR/RD

SUBJECT: Mid-term Evaluation of the LAC TECH Project

DATE: March 20, 1992

LAC/DR/RD is using an IQC arrangement with the Academy for Educational Development to conduct a mid-term evaluation of the LAC TECH Project in anticipation of a follow-on project. I would very much appreciate it if you would complete and return the following questionnaire (to FAX: 202-862-1947 attention: Richard Bossi) no later than March 28, 1992.

In preparing your response, please consult with other mission colleagues who are familiar with LAC TECH. Be sure to designate the name of the individual who completed this form (in the space below), as an evaluation team member will likely call to follow up. Please be as specific as possible in responding to all questions.

1. What services can LAC TECH provide to your mission?

2. If you have accessed LAC TECH, why (cost, response time or quality of service) and for what purpose? If not, why not?

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3. What niche do you see LAC TECH filling in the array of services available to your mission?

4. For each of the following topical areas, check whether you would use LAC TECH or an alternative mechanism. Please rank the topical areas in the order that is most important to your mission's project portfolio.

TECHNICAL CATEGORY	LAC TECH	ALTERNATIVE MECHANISM (IQC, R&D Project buy-in, PSC, Purchase Order etc.)	RANKING
Forestry & Natural Resource Management			
Food Policy			
Plant Protection/ Quarantine			
Agricultural Policy			
Financial Policy			
Agribusiness & Trade			
Agricultural Research, Extension and Education			
Land Tenure			
Other			

5. What other agricultural and rural development topical areas would your mission likely need from LAC TECH over the next five years were this project extended?

Form Completed By

Telephone #:

FAX #:

LONG-TERM LAC TECH STAFF

TECHNICAL FIELD	ADVISOR
FORESTRY AND NATURAL RESOURCE MANAGEMENT	DAVID GIBSON
FOOD POLICY	ROBERTA VAN HAEFTEN
PLANT PROTECTION/QUARANTINE	ROBERT BAILEY
AGRICULTURE POLICY	JAMES RIORDAN
FINANCIAL POLICY	JORGE DALY
AGRIBUSINESS & TRADE	KEN WEISS
LAND TENURE	STEVE HENDRIX
AGRICULTURAL EXTENSION, RESEARCH AND EDUCATION	KERRY BYRNES

ANNEX D:
LOGICAL FRAMEWORK OF THE PROJECT PAPER

LOGICAL FRAMEWORK

AGRICULTURE AND RURAL DEVELOPMENT PROJECT PAPER

<u>Narrative Summary</u>	<u>Objectively Verifiable Indicators</u>	<u>Means of Verification</u>	<u>Assumptions</u>
<p><u>Goal</u></p> <p>Contribute to broad-based economic growth through increased agricultural production, strengthening the private sector, promoting exports, and managing and preserving the natural resources.</p>	<p>Increased per capita income Increased food consumption Improved policies and programs dealing with natural resources</p>	<p>National economic statistics Program and policy statements</p>	<p>Lessons learned in AADTS project improve programs and strategies and increase effectiveness.</p> <p>Other national and international support activities continue.</p> <p>No economic recession occurs.</p>
<p><u>Purpose</u></p> <p>Improve the intra-regional transfer and application of technology and information in high priority technical areas in order to improve the effectiveness of agricultural and rural development projects in LDC countries.</p>	<p>Project-generated knowledge and information is incorporated into at least four mission strategies.</p> <p>Project-generated knowledge and information is incorporated into at least ten project designs.</p> <p>Understanding of key technical issues, alternative approaches, and experiences improved in host country, mission management and RDO management.</p>	<p>Project Evaluation Project Reports</p>	<p>Selection of priority areas is effective and represents greatest need by the missions.</p> <p>Project experience in other countries is relevant and useful to other countries.</p> <p>Cross-fertilization can substantively improve program, strategy, and project design.</p>

<u>Narrative Summary</u>	<u>Objectively Verifiable Indicators</u>	<u>Means of Verification</u>	<u>Assumptions</u>
OVERVIEW			
1. Policy Analysis			
A. Review of issues and constraints prepared.	1A. Report Submitted	Project records	Senior level policy specialists can be contracted for assistance.
B. Annual report prepared and disseminated.	1B. Report submitted.	Project records	
C. Host country capability report completed and disseminated.	1C. Report submitted.	Project records	
D. Policy conferences held.	1D. 1 Conference held.	Project records, conference minutes	
E. Policy workshops held.	1E. At least 2 workshops held.	Project records Attendance records	
F. TA to missions provided, including assistance to price stabilization boards.	1F. At least 2 ps/year of assistance provided to missions.	Project records	
G. Study on private sector role in policy development completed.	1G. Report submitted.	Project records	
H. Regional study of structural changes and trends in labor, employment, and income sources completed.	1H. Report submitted.	Project records.	

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Narrative Summary

Objectively Verifiable Indicators

Means of Verification

Assumptions

2. LIVESTOCK

- A. Review of issues and constraints prepared.
- B. Annual report completed and disseminated.
- C. Cross-country assessment of host government capability completed.
- D. Regional workshops held.
- E. Presentations for ADO completed.
- F. Technical assistance to missions provided.
- G. Liaison with USDA program completed.

- 2A. Report submitted
- 2B. Reports submitted annually.
- 2C. Report submitted.
- 2D. At least three workshops held.
- 2E. At least 2 presentations held/year.
- 2F. At least 2 pm/year of assistance provided.
- 2G. Collaboration on projects completed.

- Project records

Senior level livestock expert can be contracted.

3. Agribusiness and Trade Development

- A. Annual report completed.
- B. Regional workshops and tech training held.
- C. Technical assistance provided to missions.
- D. Florida Market News Office supported.
- E. Supply and demand studies on agricultural products completed.
- F. Database of agribusiness consultants compiled.
- G. Special Studies completed.

- 3A. Reports submitted.
- 3B. At least 2 workshops/year held.
- 3C. At least 2 pm/year of assistance provided.
- 3D. Financial assistance provided to news office.
- 3E. At least eight product studies completed per year.
- 3F. Database developed and information disseminated.
- 3G. -At least one special study per year completed.

- Project records
- Project records
- Project records

Experienced agribusiness specialist can be contracted.

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<u>Narrative Summary</u>	<u>Objectively Verifiable Indicators</u>	<u>Years of Verification</u>	<u>Assessments</u>
4. Research, Education, and Extension			
A. Master plans prepared and disseminated.	4A. Reports submitted annually.	Project records	Experienced, senior level specialist can be contracted.
B. Analysis of private sector research foundations completed.	4B. Report submitted.	Project records	
C. Private research foundation conference held.	4C. One conference held	Project records	
D. Conferences on higher education held.	4D. Two subregional conferences held.	Project records	
E. Assessment of LAC agricultural education strategy completed and disseminated.	4E. Report submitted.	Project records	
F. Inventory and case studies of vocational and technical schools completed and disseminated.	4F. Study submitted.	Project records	
G. Pilot programs for educational reform designed.	4G. Proposals submitted.	Project records	
H. Technical assistance to missions provided.	4H. At least 2pm/year of assistance provided.	Project records	

<u>Narrative Summary</u>	<u>Objectively Verifiable Indicators</u>	<u>Means of Verification</u>	<u>Assumptions</u>
5. Plant Quarantine/Treatment		Project records	
A. Quarantine and treatment surveys completed.	5A. Survey submitted.	Project records	A capable and experienced plant protection specialist familiar with quarantine requirements and Latin America/Caribbean agriculture can be contracted for the position.
B. Annual report on plant protection completed.	5B. Report submitted.	Project records	
C. Conferences held.	5C. At least one conference held.	Project records	
D. Seminars and workshops held.	5D. At least 2 seminars held each year.	Project records	
E. Database of plant protection specialists compiled.	5E. Database developed and disseminated.	Project records	
F. Feasibility and design of leafy program completed.	5F. Study submitted.	Project records	
G. Technical assistance to USAID missions provided.	5G. At least 2 per year of assistance provided.	Project records	
H. Cross-country survey of host country capability in plant protection completed.	5H. Survey submitted.	Project records	

<u>Narrative Summary</u>	<u>Objectively Verifiable Indicators</u>	<u>Means of Verification</u>	<u>Assumptions</u>
6. Rural Financial Markets			
A. Assessment of major financial market issues completed.	6A. Report submitted.	Project records	High level, experienced specialists contracted for decision.
B. Cross-country analysis of host country financial institutional capability completed.	6B. Analysis submitted.	Project records	
C. Cross-cutting evaluations of rural financial market projects completed.	6C. At least one cross country evaluations completed.	Project records	
D. Financial market analysis conducted in at least 11 countries.	6D. At least 2 financial market analyses completed.	Project records Project records	

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7. NATURAL RESOURCES

- | | | |
|--|---|-----------------|
| 7A. Study of spontaneous colonization completed. | 7A. Study submitted. | Project records |
| B. RESFIL core activities continued. | 7B. RESFIL objectives are met. | Project records |
| C. Social studies completed. | 7C. At least 4 special studies are completed. | Project records |
| D. Technical assistance to USAID Missions completed. | 7D. At least 2 p.m./yr. of assistance provided to Missions. | Project records |

A capable, experienced natural resources advisor can be contracted through USDA.

8. FOOD ASSISTANCE

- | | | |
|--|--|-----------------|
| 8A. Cross-cutting evaluation of food aid programs completed. | 8A. At least one cross-cutting evaluation completed. | Project records |
| B. Guidelines for food aid program design and integration completed. | 8B. Guidelines submitted and disseminated. | Project records |
| C. Technical assistance to USAID Missions completed. | 8C. At least 2 p.m./year of assistance provided to Missions. | Project records |
| D. Training workshops completed. | 8D. At least 2 training workshops held each year. | Project records |

Appropriately skilled individual can be contracted through the LSIS.

INITIAL

Technical assistance
training
support costs

\$6,600,000

56