

SUSTAIN PROGRAM
QUARTERLY REPORT
(JULY, AUGUST, SEPTEMBER 1992)

79917

I. OVERSEAS ACTIONS

A. Completed Activities

Latin America

Pilot Plant, August - Two SUSTAIN consultants (Senior Vice President, Campbell Soup, retired and Senior Project Manager, Campbell Soup, retired) traveled to Guatemala to assist INCAP in planning for the expansion and operation of its pilot plant. The consultants evaluated existing plant facilities, discussed plans with INCAP officials, and gave recommendations on utilities, equipment, operations, personnel, and training. They also prepared a trip report.

The Role of Extrusion & Flavor Technologies in Nutritious Foods, July-August - Two SUSTAIN consultants (Managing Director-Europe, Universal Flavors and a consulting engineer and former Project Leader, Borden Foods Research Center) presented a seminar on the role of extrusion and flavor technologies in the development of nutritious foods in Guatemala City, Guatemala and in San Pedro Sula, Honduras to representatives of food manufacturing enterprises, government agencies, and local food industry associations of both countries.

INCAP Scientific Meeting, September - SUSTAIN identified and sent four volunteers (Vice President-Science & Technology, McCormick & Company; Director of Nutrition-Latin America, Kellogg/Latin America; former Director of the Food & Drug Administration; and holder of Gil Parker Chair of Excellence-School of Agriculture & Home Economics, the University of Tennessee) to Guatemala to participate in INCAP's 40th anniversary seminar. Seminar speakers were drawn from universities, companies, and other organizations throughout the U.S. and Latin America. SUSTAIN volunteers gave presentations on product development and marketing for developing countries, the role of food science and technology in solving food and nutrition problems, food safety, and the history and practice of food fortification.

Eastern Europe

Hungary, August - SUSTAIN sent Lynn Engstrand, a business consultant, as part of a two-person team to Hungary to evaluate the feasibility of establishing an incubator project. This was undertaken in collaboration with the AMIS Project of USAID/R&D. Planning for follow-up is underway with Ms. Engstrand, Dr. Richard Gordon (other team member), and John Meehan of AMIS.

Africa

ADO Conference, July - SUSTAIN provided four senior members of the U.S. agribusiness sector (three on SUSTAIN Steering Committee and one SUSTAIN consultant) to speak on agribusiness development at a USAID-sponsored conference for USAID agribusiness and private sector officers from Africa. The request for speakers came from USAID/AFR/ONI for its Conference on Agricultural Marketing and Agribusiness in Africa, which was held in Baltimore from July 12 through 17. The purpose of the conference was to chart the direction of the Africa Bureau's agribusiness development strategy. The private sector was asked to participate in defining this direction.

Agricultural Research Institute's International Conference of Agricultural Research Administrators, September - SUSTAIN Program Director attended a conference sponsored in part by USAID/AFR whose theme was "Mechanisms of Public/Private Collaboration." AFR/ONI and Africa mission officers asked for SUSTAIN involvement to provide an opportunity for individuals from agricultural research institutes and private business attending the conference to meet with SUSTAIN to discuss program activities.

SUSTAIN discussed possible interventions with representatives from Cameroon, Morocco, Uganda, and Burundi.

Meeting with Minister of Finance of Burundi, September - SUSTAIN Program Assistant was invited to attend the Minister's presentation, which emphasized Burundi's political and economic liberalization and its desire to promote foreign investment. SUSTAIN explained the Program to the Minister and left Program materials.

B. Planning for Future Activities

Collaboration with PVOs and NGOs - NCBA Senior Vice President and SUSTAIN Program Director met with top officials of CARE at their headquarters in NYC to look at ways SUSTAIN services could be utilized in CARE projects. CARE has a long-term presence in over 42 countries and is supported by a broad network of international donors. Collaboration between SUSTAIN and CARE would benefit both organizations:

- SUSTAIN volunteers could plug into critical points of continuing projects, thus increasing the effectiveness of volunteers and enhancing their sense of accomplishment, and
- CARE would access technical expertise from highly trained and skilled consultants that PVO's would not normally be able to afford

Africa

Cameroon - SUSTAIN met with agribusiness officer John MacMahon (after ADO Conference) to discuss possible SUSTAIN intervention in Cameroon to assist with institutional strengthening and technical assistance to entrepreneurs. SUSTAIN also met with Mr. Vincent Tekum, agronomy professor and CEO of Growth Enterprises, and Senior Technical Officer, R&D/Nutrition, to discuss Mr. Tekum's plan to improve and expand his food processing enterprise. His goal is to improve nutrition and income in his home region.

Malawi - SUSTAIN is included under a proposal submitted by NCBA International and the Experiment in International Living to USAID/Malawi to strengthen the citrus farmers' association and to improve citrus processing in Malawi.

Morocco - SUSTAIN received a request from Jerry Brown of USAID/AFR/ONI for consultants to evaluate three areas of Morocco's agribusiness sector. SUSTAIN identified a consultant from Purdue University for this project. SUSTAIN is also pursuing leads on possible strengthening needs with a local research institution that focuses primarily on food processing.

Nigeria - Program Director made numerous contacts (phone calls, conference calls, international faxes, etc.) and held several meetings with the WINS Project team to design a follow-on proposal to the 1991 WINS/SUSTAIN mission. A revised follow-on proposal has been drafted which focuses assistance on developing a low-cost, nutritious weaning food that is commercially viable.

South Africa - SUSTAIN met with Chris Marais, a farmer and food processor. He is seeking assistance to implement his idea to make it possible for small farmers to start and run small food processing operations. This would require the establishment of a product development center, better access to credit for small businesses, and appropriate equipment for small businesses. SUSTAIN sent material on the International Finance Corporation and appropriate technology and recommended further contacts.

Swaziland - SUSTAIN met with the Ambassador of Swaziland to discuss possible follow-up to SUSTAIN's 1989 reconnaissance mission. At the Ambassador's suggestion, SUSTAIN wrote to the two Swazi trade associations asking for information about themselves and the Swazi food

manufacturing sector. The letters included information about possible SUSTAIN interventions in Swaziland.

Tanzania - SUSTAIN received from the Director of the Tanzania Food and Nutrition Center a letter describing the TFNC and containing a favorable response to SUSTAIN's letter about the services offered under the Program. The mission was informed of this contact; no reply has been received.

Uganda - SUSTAIN is working with Joyce Kikafunda, head of Makerere University's Food Science and Technology Department; with Senior Technical Advisor, R&D/Nutrition; with the Vice Chairman of Uganda Manufacturers Association (at ARI Conference); and with the Head of the Agriculture & Forestry Department of Makerere University to strengthen local food enterprises identified by the UMA. SUSTAIN has proposed furnishing technical consultants to conduct seminars and work with local entrepreneurs, subject to approval from the USAID/Kampala mission.

Zambia - SUSTAIN received a request for technical assistance in post-harvest and preservation technologies from the Small Industries Development Organization (SIDO). The mission advised that a reply should be delayed until SIDO has completed its reorganization and is fully functional again.

Zimbabwe - SUSTAIN received a request from a Zimbabwean farmer and businessman for assistance in utilizing soy as a meat substitute and in textured vegetable protein. SUSTAIN has replied to the request by asking for specific information on current operations and future plans and by contacting USAID/Harare. The mission is holding the request for review by their contractor for private sector activities, who will begin work in mid-October.

Asia

Indonesia - SUSTAIN is included in a proposal submitted by Winrock International for the Mission's Agribusiness Development Project. This project involves institutional strengthening and technical assistance.

Nepal - At the recommendation of the Mission Director, SUSTAIN is collaborating with the Mission's agribusiness project and Chemonics, the contractor, on a project that will assess the feasibility of developing a viable food testing and quality assurance program for the local food industry by upgrading independent laboratories. SUSTAIN is recruiting consultants to survey Nepal's existing food testing laboratories.

Latin America

SUSTAIN will continue to work with INCAP (Institute of Nutrition of Central America and Panama) and AGTA (Guatemalan Association of Food Technologists) to help define ways to develop and transfer food manufacturing technologies to the private sector. SUSTAIN will also field consultants, based on needs identified by INCAP and AGTA, to conduct technical seminars and provide technical assistance to individual entrepreneurs.

NIS/Eastern Europe

Eastern Europe - SUSTAIN may be asked to provide technical assistance to entrepreneurs identified by NCBA's American Cooperative Enterprise Center.

Hungary - USAID/R&D may request a follow-on consultant to help develop the incubator project. Further SUSTAIN involvement depends on a review of the trip report, conclusions from the initial trip, the direction the project will take, a determination of whether there is an appropriate role for SUSTAIN, and a review of how this project fits in with USAID/Budapest's strategy.

II. INFORMATION DISSEMINATION AND PROMOTION

Trip Reports - A format has been developed that will standardize and improve the quality of trip reports written by volunteers. It includes general directions and questions to lead the writer through the report writing process to ensure that all relevant information and materials are included.

"SUSTAIN Notes" - The fall issue will focus on organic marketing, discussing the uncertain definition and market trends of organic food, the movement toward national standards for organic food, and the involvement of major food companies such as Welch's in the organic market.

Communications - An article was published in the Cooperative Business Journal featuring a SUSTAIN volunteer who gave the keynote presentation at a seminar on organic marketing in Guatemala. Another issue featured a participant from Uganda whom SUSTAIN supported to take an intensive course in soybean processing and utilization at INTSOY.

Written Requests for Technical Assistance - SUSTAIN continued to respond to written requests for technical assistance, providing general and technical information and putting requesters in touch with experts. A graduate student in food science from the University of Maryland was hired to help respond to these technical requests.

III. PROGRAM DEVELOPMENT

Program Planning - Program Director continues to meet and speak with Steering Committee members, USAID officials, food manufacturing associations abroad, and PVOs and NGOs to identify opportunities for integrating SUSTAIN operations in new regions of the developing world.

Promotion - Reviewed publications of other volunteer programs and plan to submit SUSTAIN write-up for possible inclusion in future editions. This will increase awareness of SUSTAIN and may attract new volunteers.

Consultation with AMIS Project - Bob Rosengren from USAID/R&D asked for a meeting with SUSTAIN. He is developing a follow-on agribusiness proposal for AMIS and wanted to learn about SUSTAIN's experience in food processing and to explore opportunities for collaboration.

Requests for Information - Gary Vaughan, Agribusiness Officer with USAID Private Sector/Near East, and USDA's Export Credits program are interested in tying into the SUSTAIN Program to augment the services they can offer and impact of their projects.

IV. ADMINISTRATIVE ACTIVITIES

Steering Committee (Meeting IV) - Planning is underway for October 13 meeting.

Volunteers - Met with two new and one long-standing volunteer to discuss the Program and their background and experience in the food processing field during their travel through D.C. SUSTAIN asks that, if they are passing through Washington, volunteers drop in. This is one more of SUSTAIN's efforts to get to know and keep in touch with volunteers.

Services to Steering Committee & Volunteers - SUSTAIN has sent to volunteers and Steering Committee members information on government programs designed to further U.S. trade and investment by assisting U.S. companies to establish branches or increase business abroad. SUSTAIN has also helped establish contacts in Washington for Steering Committee members and volunteers interested in taking advantage of such programs.

Facilitate Business Opportunities - SUSTAIN organized meetings and information exchanges to facilitate joint venture and trade and investment opportunities between food companies in the U.S. and lesser developed countries. For example, SUSTAIN organized meetings for a senior executive from Heinz with representatives from USDA's Office of International Cooperation and Development and the following USAID offices: NIS Task Force, Private Enterprise, Near East Bureau, and Trade and Development Program.

Financial Reporting - The quarterly budget report format was revised to show both quarterly and cumulative expenditures.

Part-Time Writer/Researcher - SUSTAIN hired a temporary part-time graduate student in food science from the University of Maryland. He will handle answering written requests for technical assistance, evaluation of program materials, possible topics for SUSTAIN Notes, and other miscellaneous assignments.

V. PRINCIPAL CONSTRAINTS TO OVERSEAS ACTIONS

SUSTAIN will focus program activities in countries where it is most likely to have sustained impact. The increased level of interest in SUSTAIN is in response to our work on publicizing the availability of the program. This demand indicates a strong interest in services that SUSTAIN volunteers provide. Under existing resources, the program will not be able to field volunteers in all of these countries. Thus, decisions will have to be made about where Program activities are likely to have the strongest impact.

Major challenges to SUSTAIN are:

- the decision to postpone the issuance of the major components of FTE, making it difficult to achieve follow-up and continuity to the degree originally envisioned
- USAID's agency-wide mandate to "focus and concentrate," which has slowed interest in project activities not tied directly to mission initiatives
- a less than high profile for nutrition in USAID's five major initiative areas
- a seeming preference from missions overseas for larger, self-contained projects in response to reductions in staff abroad
- demand for services in newly emerging democracies and the former Soviet Union was not anticipated at the time of the original proposal and formulation of the budget. Consideration needs to be given to adding resources to the program to respond to these demands.

New strategies taken to resolve these issues include:

- presentations to USAID missions - increasing the awareness of SUSTAIN's services among USAID administrators and project officers through meetings, forums, correspondence, etc.
- strengthening local institutions - cultivating relations with local organizations that can function as in-country partners for SUSTAIN. Assistance flows in two ways: to strengthen and clarify the role of local institutions and to field consultants for seminars and individualized technical assistance deemed priorities by the organization. The long-term goal is to strengthen local institutions' own capacity to transfer food technologies out to where they will be used.
- collaboration - working jointly to plan activities with NGOs and PVOs to promote greater coordination and maximize their impact, which has a greater impact than either organization working alone
- follow-up - debriefing and communication with SUSTAIN team consultants and in-country counterparts and planning of follow-up activities

● **program efficiencies** - improve the quality and specificity of scopes of work (SOW) to ensure parties are in agreement on tasks and to minimize start-up time needed for SUSTAIN teams on the ground. In addition, SUSTAIN is implementing new management strategies to streamline operations, including improved volunteer recruitment system, data base for tracking and matching consultants with overseas needs, and a guide and format to streamline trip reporting functions.