

TechnoServe

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**TECHNOSERVE, INC.
MATCHING GRANT
NO. PDC-0158-A-00-1100-00
SECOND ANNUAL PROGRESS REPORT
JULY 1992 - JUNE 1993**

**Prepared for
The Office of Private and Voluntary Cooperation
Bureau of Food for Peace and Voluntary Assistance
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TechnoServe is a non-profit organization founded in 1968.

**SECOND ANNUAL PROGRESS REPORT TO THE AID/FF/PVC
MATCHING GRANT NO. PDC-0158-A-00-1100-00**

INTRODUCTION & ORGANIZATIONAL SUMMARY

TechnoServe Inc., a private non-profit voluntary organization, was founded in 1968. Its goal is to improve the economic and social well-being of low-income people in developing countries by fostering the development of small- to medium-scale enterprises. Its primary focus is agriculture, agribusiness and rural credit.

TechnoServe accomplishes its goal by providing business management advisory services and technical assistance and training to community-based enterprises (CBEs) and local development institutions, including non-governmental organizations (NGOs). It works with community-based, farmer-owned and -operated enterprises to improve and increase farm productivity, raise rural employment levels, and increase family incomes. In addition, TechnoServe works with local development institutions to increase their capabilities to provide timely and cost-effective assistance to their clients. The assisted enterprises and institutions directly benefit rural communities, promote self-reliance in the social as well as economic spheres, improve and enhance natural resources, and build stronger regional and national economies.

The benefits of TechnoServe's programs directly translate into farmer self-sufficiency, sustainable levels of food supply and food security, increased family incomes, better education and medical services, and other community amenities such as clean water and sanitation systems and electricity. With these social and economic gains, the rural poor can break the cycle of poverty.

TechnoServe operates programs in Africa, Latin American and Eastern Europe. Its international staff of approximately 200 persons are all highly qualified professionals with specialties in agronomy, animal husbandry, economics, business management, finance, and rural sociology. Most of these professionals are citizens of the country of operation.

Currently operating on an annual budget of \$8 million, TechnoServe is funded by an international group of private donors including foundations, corporations and religious agencies and international multilateral organizations such as The World Bank, the International Fund for Agricultural Development and the Inter-American Development Bank. A traditional donor since 1974, the U.S. Agency for International Development is currently supporting TechnoServe through core, or Matching Grant, funds and also through Mission-authorized Cooperative Agreements in El Salvador, Bolivia, Uganda, and Poland.

TECHNOSERVE

ACCELERATING RURAL DEVELOPMENT THROUGH THE TECHNOSERVE NETWORK MATCHING GRANT PDC-0158-A-00-1100-00

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I. PROJECT CONTEXT

1.1. BACKGROUND

In 1990, with its 25th anniversary coming into view on the horizon, TechnoServe--its Board and international Staff--laid out a strategy to meet the development challenges and changes of the 1990s. This "New Directions Strategy" aims at an institutional goal of achieving a higher level of program activity and impact around the world.

Matching Grant PDC-1058-A-00-1100-00 directly addresses the directives of this Strategic Plan which calls for a carefully coordinated program to 1) strengthen the self-directive capabilities of TechnoServe country programs and thus to attain a high degree of institutional decentralization and local autonomy; 2) promote wholesaling of services through creative partnerships with international and national NGOs and development institutions; and 3) achieve greater regional and national impact through regional and sector-oriented agricultural activity, both geographic and production specific.

The decentralization component--otherwise designated "Internal Institution Building"--is being achieved through a complex program of headquarters-directed activities which promote country program self-management in various professional categories, i.e., strategic and financial planning and management, human resources management, information management, project selection, monitoring and evaluation, environmental and social impact analysis, fund raising and replication.

Increased country self-management goes hand-in-hand with the second or "External Institution Building" component--services to national development institutions and NGOs and formation of partnerships to achieve wider-ranging and longer-term development impact. The formation of a TechnoServe "Network" is an objective which would bring partner institutions into the TechnoServe family in a development alliance which would give additional impetus to the "wholesaling" effort.

An expanded technical assistance program is the essence of the third component, "Rural Enterprise Strategy," which aims at reaching greater numbers of rural poor through the traditional TechnoServe enterprise promotion methodology.

The objective of this threefold strategy is to achieve by 1995 up to 16 country programs operating within an international TechnoServe network--comprised of TechnoServe programs, partners and affiliates--effectively assisting a total of 300 community-based enterprises with an annual budget of \$9-10 million.

Upon completion of Year Two of the Matching Grant by June 1993, TechnoServe reports continued progress on all three components, with notable progress in the area of decentralization and strengthening of local institutions. This report on Year Two provides a review of that progress.

1.2. PROJECT RATIONALE AND RESOURCES

Through a process of trial and error, TechnoServe has developed a successful approach to creating locally owned, small- to medium-scale agricultural businesses in Africa and Latin America. These farmer-owned and -operated businesses frequently combine the elements of primary agricultural production with value-added processing and end-product marketing. Located in rural areas, they are close to the supply of raw materials but not always within each reach of regional or national markets.

TechnoServe's 25-year effort demonstrates conclusively that profitable and sustainable rural agribusinesses can be established and operated by farmers and that these businesses can be cost-effective. A key lesson for TechnoServe in this quarter century is that there is no quick and easy way to accomplish such results. Rather, the process requires a long-term commitment on the part of the implementing agency, a professional approach, adequate funding resources, and an economic and political environment which is conducive to enterprise development, corresponding to the classical Logical Framework "Basic Assumptions."

Growing demand for this TechnoServe kind of service in a rapidly changing world lead TechnoServe's Board of Directors in 1988, and once again in 1990, to mandate a "New Directions Strategy" that bring about a dramatic increase in TechnoServe services around the world. As stated in the Introduction, this strategy was constructed around three interrelated components emphasizing institutional decentralization, creative partnerships and sector and geographic focus. Their combined synergistic impact would impel TechnoServe to its desired level of effectiveness by 1996.

A key factor toward achieving this increased impact is the partnership and support provided by the Office of Private and Voluntary Cooperation through its Matching Grant Program, specifically through the five-year grant of \$4,500,000 awarded by PVC to TechnoServe in September 1991. Matching Grant funding is critical to the implementation of the "New Directions Strategy," for the internal training and restructuring on which so much depends are activities not commonly funded by private donors. With its emphasis on sustainable rural enterprises linked to increasingly free-market economies, TechnoServe's five-year plan is in complete accord with AID's priorities, namely the promotion of democratic initiatives, small-scale enterprises, local institution building, thus reinforcing the long-standing TechnoServe/AID partnership.

II. MATCHING GRANT METHODOLOGY

2.1. PROJECT GOAL

Through this Matching Grant, TechnoServe's broad development objective is to achieve increased and successful participation and integration of low-income farmers in developing countries into market-oriented economies through the development of sustainable community-based rural enterprises which improve productivity and contribute to community development and national prosperity.

2.1.2. PURPOSE

In terms of specific results to be achieved during the five-year grant period, TechnoServe seeks to provide improved and expanded technical assistance programs--both directly and indirectly--to increased numbers of small- and medium-sized rural community-based enterprises in Africa and Latin America, and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally sound, market-oriented agricultural production, processing, marketing and business organizations.

2.1.3. PROJECT METHODOLOGY AND STRATEGY

The means for achieving these specific results has been defined with an implementation plan with two tracks: 1) Institution Building--Internal and External and 2) Rural Enterprise Development.

2.1.3.1. Institution Building/Internal--Decentralization and Network Formation

The internal activities strategy is concerned with promotion of country program self-management capabilities as prerequisite for 1) increasing program effectiveness and 2) achieving country program autonomy or self-management within the TechnoServe organization and assuming a peer position in the TechnoServe Network. Functions to be transferred and/or strengthened in each country program include some previously performed by Norwalk Headquarters. These include:

- Office Procedures
- Human Resources Management
- Database Management (Management Information System)
- Financial Management
- Evaluation
- Fund Raising
- Public Relations
- Project/Enterprise Review and Selection

Individual training programs will be provided for each country on the basis of country program assessment. Skills upgrading will be

provided through the medium of regional training seminars and special course training.

Decentralization goals and plans will be set out on a track and timetable parallel to the definition and adoption of the constitution of the "TechnoServe Network"--major tasks of the first three years of the Matching Grant.

Key inputs for this Internal Institution Building Strategy are:

- Country Program Assessments
- Administrative Training (material & seminars)
- Professional Upgrading (materials & seminars)
- Database Installation
- Evaluation Training
- Network Design and Formation

As formulated in 1991, the Network might include:

- The TechnoServe Core Organization--all country programs at all levels of development (14-16 countries)
- Affiliate Organizations--development organizations which have been formed with TechnoServe assistance
- Counterpart Organizations--institutions which have acquired an enterprise development capacity through partnership arrangements with TechnoServe

2.1.3.2. Institution Building/External--Counterpart Strengthening

Formation of innovative institutional partnerships is the operative mode of this strategic component. By forming working partnership with host country development institutions and NGOs, TechnoServe aims to "wholesale" its enterprise development methodology with the result that more rural communities and more community-based enterprises will receive vital technical assistance and training. In forming these working partnerships, TechnoServe will provide advisory services and training to improve the management functions of local institutions, as well as **training in enterprise development**. A demonstrated capability in this last regard will be a major factor in qualifying such institutions for membership in the TechnoServe Network. Benefits of membership will include provision of advisory services by TechnoServe worldwide staff with respect to enterprise methodology, evaluation, data management, and fund raising.

The institutional service programs consist of the following key inputs:

- Design of Individualized Training Programs
- Enterprise Development Training and Field Applications

- Institutional Management Training
- Information Systems Training
- Evaluation Training

2.1.3.3. Rural Enterprise Development

Provision of technical assistance programs in an increasingly cost-effective manner to community-based rural enterprises and related development institutions is the purpose of this component. In certain countries, this track will operate as a parallel or complement to innovative partnership operations as is currently the case in Tanzania, Nigeria, El Salvador, Panama and Rwanda. TechnoServe will concentrate on long-term business development within a sector focus in our usual integrated format which ranges from production through processing, credit and marketing activities.

Expansion to two new countries--one each in Latin America and Africa--is TechnoServe's minimum goal in the "New Country" category, with major start-ups targeted for Years Three and Four.

Major output indicator in this category will be the number of enterprises assisted over the project period. TechnoServe's goals in this area is 300-400 major community-based enterprises receiving assistance through the TechnoServe Network.

Long-term assistance programs will be provided to 30-40 development institutions, including--but not exclusive to--partners and affiliates.

To ensure that TechnoServe advisors stay on the cutting edge of rural enterprise development, technical training opportunities and materials will be provided during the grant period. In addition, training of para-technicians will be promoted within the greatest extent possible within project communities, and suitable materials and training modules will be developed and disseminated as part of this activity.

2.2. KEY ACHIEVEMENTS OF YEAR TWO

Definite progress was made with respect to decentralization, institutional strengthening (external), and sector-focused enterprise development.

Institutional Building/Internal--Decentralization

All administrative, human resource, financial planning and management functions have been fully transferred to the "field" together with the required decision-making authority. What remains is more training in database management (there are glitches to be overcome) and ongoing training in strategic planning, fund raising, and communications.

During the year, Norwalk staff provided on-site training in the basically administrative functions, while regional and country program advisors provided professional training. Individual country program directors arranged for special training courses at local universities or provided special seminars for professional staff. Strategic planning, social impact analysis, enterprise feasibility analysis, and enterprise business planning were among the subjects covered.

Training materials were produced by program directors or specialists on an individual basis. The Africa programs all benefitted from the convening of a "TechnoServe University" in Ghana during a regional meeting in October 1992.

Training modules and materials in the various administration functions are fairly standard for all countries; the materials, methodologies, and procedures all being derived from and transferred by TechnoServe Headquarters personnel.

Professional skills-upgrading needs vary from country to country and, as a result, materials have been developed and/or provided on an individual basis. Some standardization has been achieved through the "TechnoServe University" module which made its debut in Ghana in October 1992. However, the need for more coordination between countries and a certain standardization of materials needs to be developed.

Decentralization, in other words, brings with it a need to redefine the role of Norwalk functions--other than finance and administration--to the field. Moreover, as the top-down role is being reversed, the importance of headquarters as a quality control and service center assumes greater importance.

Institution Building--External

Some country programs are clearly way ahead of others in this category of activity, such as in El Salvador, Panama, Peru, Ghana and Nigeria. Scale is a factor to achieving, or attracting, institutional partners--the case in El Salvador and Ghana where partners include government ministries as well as indigenous NGOs and development institutions. However, in newer countries, such as Nigeria, partnership has been the point of entry for TechnoServe where the modus operandi has been to give priority to partnerships with Community Development Organizations (CDAs), providing them with a wide range of "institution building" services in addition to providing hands-on, on-site training in enterprise development.

TechnoServe's entry into Eastern Europe which occurred in 1991 in Poland has been effected through the establishment of a local foundation, a not-for-profit "Enterprise Promotion and Support

Center." In this case, creating the counterpart was the distinctive key.

Rural Enterprise Strategy

To make its service delivery more effective, TechnoServe concentrated during the year on intensifying professional training (skills upgrading) of its advisors. Part of this effort included research, development and production of training materials and other documents for advisors and also for use by outside institutions and members of the assisted enterprises. TechnoServe improved its sector focus (whether by geographic area or commodity) through this training but also through the expansion within geographic region or entry into new regions to replicate successful sector-focused models, such as oil palm processing (in Ghana) and non-traditional export crops (in Peru, El Salvador, Panama, and Ghana). Growing recognition of the success of certain model enterprises combined with growing country recognition and successful "wholesaling" came together and brought notable momentum to the rural enterprise component during the year.

New Country Explorations

In 1990 TechnoServe launched its "New Enterprise Campaign" to help TechnoServe expand into new countries or undertake new enterprises in key sectors. Led by the Board of Directors, this capital campaign generated \$1.5 million in contributions. TechnoServe drew on this special fund to undertake a special investigation in Lesotho and also to help establish a TechnoServe presence in Bolivia, where the organization has since become active as a sub-contractor with Planning Assistance in an AID-funded coca substitution program. TechnoServe also completed a feasibility study in Haiti under the auspices of the United Nations Development Program. Matching Grant funds have not been assigned as yet to in-depth investigations or start-ups. Such action is scheduled for Years Three to Five of the Matching Grant period. TechnoServe is on schedule with this activity.

The TechnoServe Network

Formation of a TechnoServe "Network," originally described as an association of TechnoServe country programs and affiliated programs and institutions, was scheduled for mid-point in the five-year period, 1991-1996. However, completion of the decentralization process and the related issue of "autonomy" have to be dealt with first. During the second year of the Matching Grant, TechnoServe senior staff of both Norwalk and country headquarters levels were able to focus more on the assumptions underlying program autonomy and network. While decentralization appears to be achieving the desired program efficiency and dynamism, "autonomy"--i.e. country independence--appears to be neither beneficial nor desirable from the point of view of the field. Senior staff began to see the idea

of "network" on the other hand as a good thing, above all as a means to include non-traditional TechnoServe programs (i.e., its Enterprise Promotion and Support Center in Poland and its affiliate organization in Costa Rica--ACAIPADE) as members of the TechnoServe family with all the benefits that such an association implies.

As this realization grew during the year, senior staff at Norwalk agreed that it would be helpful to advance the Mid-Term Evaluation of the Matching Grant in order to review our progress toward all project goals, and especially those of autonomy and network, and adapt the long-term strategy in light of experience and objectives now more clearly seen. The Mid-Term Evaluation which commenced in June 1993 will be the subject of discussion at a Regional Conference to be held in El Salvador in September 1993 with all senior staff as well as TechnoServe's Chairman and President in attendance.

ACHIEVEMENT INDICATORS 1992-1993

ENTERPRISES ASSISTED	ACTUAL	GOAL
Africa	47	54
Latin America	53	59
Eastern Europe	14	20

INSTITUTIONS ASSISTED

Africa	12	12
Latin America	19	20
Eastern Europe	1	1

NUMBER OF INSTITUTIONAL TRAINING ACTIVITIES

	Internal	External
Africa	45	56
Latin America	57	84
Eastern Europe	10	3

NEW COUNTRY INVESTIGATIONS 0

PUBLICATIONS

Manuals	6
Cost-Effectiveness Studies	7
Evaluations	2
Major Publications/Books	1

III. MONITORING AND EVALUATION

3.1. MONITORING AND EVALUATION: GRANT INFORMATION

The inputs, assumptions, indicators and benchmarks as described in TechnoServe's proposal (Rev. May 1, 1991) remain unchanged. Upon publication and review of the Mid-Term Evaluation of the Matching Grant--now in progress--some revision may be called for in terms of outputs, e.g., field training seminars are being convened on a regional basis, as well as on a country and even individual basis. Output indicators may be improved to account for these differences. Indicators describing institutional outputs are also likely to be improved.

3.1.2. TECHNOSERVE'S MONITORING AND EVALUATION SYSTEM

TechnoServe routinely monitors its programs through an integrated reporting system which includes the Country Specific Strategic Plan, Country Specific Annual Plan, Quarterly Project Operating Report, the Monthly Management Memorandum, the Project Feasibility Report, Project Business Plans and Project Completion Report. Tracking all these is the TechnoServe Field Database--a computerized monitoring system that tracks some one hundred key project variables. The latter include socio-economic and financial variables which are regularly monitored by TechnoServe staff.

With the advance of institutional decentralization, the country program itself becomes the focus of all essential enterprise documentation. Thus the FDB, or Field Database, is critical to conveying essential data to headquarters on a timely basis. What is becoming clearer--as decentralization and the Matching Grant progress--is that the benchmarks of activity must be expanded, for example, to provide more detailed descriptive of institutions and social impact indicators, etc.

Evaluation is carried out on two levels. TechnoServe evaluates not only for impact but for cost-effectiveness as well. Impact evaluation is performed by home and field office personnel through an integrated system of baseline, periodic and final evaluations. This ongoing system is applied at both project and program levels. Training in FDB monitoring is carried out by TechnoServe's MIS Department, while the Office of Research and Development is responsible for evaluation activities, including training and quality control with respect to all monitoring and evaluation activities and capabilities. This area of activity will receive special emphasis during the final three years of the Matching Grant.

3.2. MIDTERM ASSESSMENT

With approval of AID/PVC, the Midterm Assessment for Matching Grant PDC-0158-A-00-1100-00 was advanced to the Third Quarter of FY1993. Publication of the evaluation, and review with PVC, are scheduled for mid-September 1993.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS BY REGION AND COUNTRY

4.1. AFRICA DIVISION

TechnoServe is currently assisting five country programs with Matching Grant funds: Ghana, Kenya, Nigeria, Rwanda and Tanzania. In July 1992, work began in a sixth country--Uganda. Here TechnoServe is undertaking rehabilitation of rural credit under the auspices of a Mission-awarded Cooperative Agreement. Currently, Uganda is not a subject of Matching Grant support.

During the year, the major emphases were Internal Institution Building and Rural Enterprise Development. In terms of internal strengthening, the main activities were:

- **Upgrading Country Financial Management Capabilities**
 - i. Senior level accountants/controllers, hired in Year One, received special in-country training.
 - ii. Training sessions in TechnoServe's financial management system and AID regulations were conducted by Norwalk Financial Services staff throughout the year.
- **Training in Management of FDB and Office Administration**

During the year, TechnoServe MIS staff continued to provide in-country training in computer skills and use of the TechnoServe database to produce monthly and quarterly project operating and

financial reports. Accuracy is the key, and home office staff travel periodically to address weaknesses or special problems.

Because decentralization involves more responsibility on the field in terms of personnel, headquarters has been carrying out on-site training in personnel management in Africa during the year and also carrying out periodic human resource audits. All countries in Africa received home office visits and training in both FDB and human resource management during the year.

- **Upgrading Project Management Skills**

Moving ahead with its five-year program, the "TechnoServe University" reconvened in Mombasa (Kenya) in October 1992 with a five-day seminar. Entitled "Back to Basics," the seminar reviewed and trained in all aspects of TechnoServe's enterprise methodology. A follow-up conference on business planning was held in Accra in March 1993.

- **Rural Enterprise Development**

Each country program in Africa made significant progress in the expansion of services directly to community-based enterprises and indirectly through stronger working partnerships with national and international development organizations. A concurrent move on the part of TechnoServe directors in Tanzania, Kenya and Rwanda to increase assistance to rural food processing enterprises owned and operated by women lead to the development of the East Africa Women's Enterprise Project, which TechnoServe presented to the USAID Missions in April 1993. The project is presently under review by Africa Bureau's Office of New Initiatives. The project, if funded, would significantly expand the number of viable rural enterprises by making TechnoServe services available to more women's organizations. As such the project is most compatible with the objectives of the Matching Grant and the focus on women food processors identified in the document.

4.1.2. GHANA

During the report period, TechnoServe/Ghana continued to scale up its commodity sector program focusing on production and processing of basic grains and palm oil. At the same time, in response to Government of Ghana and USAID encouragement and support, TechnoServe inaugurated a third sector activity, small-farm commercial pineapple production, i.e., export horticulture. This new activity is being financed under AID's Title III agreement with the Government of Ghana.

With a staff of 21 professionals, two of them American, TechnoServe/Ghana is well along toward achieving its Matching Grant goals. Currently, TechnoServe/Ghana is providing assistance to 16 community-based enterprises in these three sectors with a total of

14,000 participants or direct beneficiaries. These include 10 palm oil mills/cooperative and six maize growers' associations.

This three-sector program is progressing in partnership with major institutional donors, i.e., The World Bank, Government of Ghana, and USAID. The palm oil processing project, which is based on TechnoServe's pilot projects, will ultimately replicate TechnoServe's community-based model to 60 rural communities in Ghana and bring benefits to an estimated 500,000 people by 1997. To carry out this activity, TechnoServe undertakes a wide range of services from group selection to setting up mill sites, procuring equipment, and providing technical and managerial training and assistance throughout the period.

A major impetus to expansion of this sectoral focus came from the successful entry by TechnoServe/Ghana into Title II monetization in 1991. A Food for Peace Monetization Planning Grant and the strong support of the USAID Mission provided critical support for this effort which is the first of its kind for TechnoServe. The program which calls for annual monetization of 8,000 MT of wheat over a five-year period is now in mid-stride, that is the FY1994 Call Forward is in the pipeline. Proceeds from the sales of wheat are being set aside in an endowment, i.e., the Community Enterprise Development and Investment (CEDI) Trust. In establishing the Trust, TechnoServe's objective is to expand its sector programs in Ghana, financing its wider technical assistance services on the basis of interest income earned by the Trust. The overall goal of this Title II monetization program is to enhance and strengthen TechnoServe's support of the GoGh Economic Recovery Program through the creation of viable, rural agricultural enterprises.

For several years, TechnoServe has been working in partnership with Sasakawa/Global 2000 to assist maize farmers to access agricultural inputs, store and market their crops. This partnership--which commenced with two farm service cooperatives in 1987--had such an impact that it was expanded to include thirteen other farm service cooperatives in the Volta Region and the Upper West Region.

With the need to acquire additional staff to accommodate the dramatic increase in activity, TechnoServe/Ghana has been a major contributor to the staff training and skills-upgrading efforts that are so important to the decentralization effort. As a result of the program and staff expansion, TechnoServe/Ghana has rapidly developed as a "decentralized," self-managed, and nearly self-financed country program. As such, it has acquired peer status and counts with El Salvador as a flagship TechnoServe program.

4.1.3. KENYA

During Matching Grant Year Two, that is from July 1992 through June 1993, TechnoServe/Kenya continued its concentration on food sectors, specifically milk processing and horticulture. Community-

operated water systems or mini water-utilities is another TechnoServe/Kenya specialty which received renewed impetus during the report period.

During the year, TechnoServe/Kenya with a staff of eight professionals assisted three horticultural enterprises, two mala milk enterprises and one community water project. Numbers of beneficiaries were 12,160.

Improving the management of agricultural cooperatives has been the goal of TechnoServe's assistance program to the Taita Hills Horticultural Production Center, a 600-member cooperative supported by Germany's Kreditanstalt fuer Wiederaufbau (KfW). This German "Bank for Reconstruction and Development"--established through the Marshall Plan--has been so pleased with the results obtained by TechnoServe that it agreed to underwrite renewal of funding to the Taita Hills project and to extend the project to farming communities in the Mombasa Watershed. Horticulture offers the greatest potential for small-scale farmers in Kenya and TechnoServe, accordingly, plans to place priority on this sector.

TechnoServe's work with the Taita Hills project has strengthened its relationship with the Government of Kenya, notably with the Ministry of Cooperative Development, the Ministry of Agriculture, and the Provincial Administration in the Taita District. TechnoServe has also developed a strong working relationship with the German Kreditanstalt fuer Wiederaufbau (Bank for Reconstruction and Development) which has indicated its interest in working with TechnoServe in other countries in Africa and also in Latin America. TechnoServe continues to represent Heifer Project International in Kenya. As a result, Send-A-Cow, a British NGO similar to HPI, has initiated discussions with TechnoServe/Kenya regarding the possibility of a similar representation.

4.1.4. NIGERIA

In Nigeria, TechnoServe is working almost exclusively with a number of community development associations (CDAs) with which it shares common goals and approaches to development. This "creative partnership" links TechnoServe with two national CDAs--the Farmers Development Union (FADU) and the Country Women's Association of Nigeria (COWAN)--as well as with several smaller organizations--the Nuskka United Self-Help Organization (NUSHO), the Imo Self-Help Organization (ISHO), and Community Women and Development (COWAD). The majority of the members of these associations are low-income rural women engaged in various farming, food-processing and small-scale trading activities. These associations have a combined membership of over 68,000.

For TechnoServe/Nigeria, Year Two of the new Matching Grant was noteworthy for the institutional growth and outreach on the part of the assisted CDAs. With the first year of institutional

strengthening completed, the associations are now providing more effective service programs, including a growing capacity to apply the TechnoServe enterprise methodology to the creation of rural enterprises owned and operated by women. TechnoServe has assisted these associations to develop "model" community-based food processing enterprises (primarily palm-oil and cassava processing.) A total of nine community-based enterprises received assistance from CDAs during the year.

Altogether, these CDAs have a potential enterprise base of approximately 1,000 community-based food processing enterprises with approximately 20,000 owner/participants, nearly all of whom use traditional, labor-intensive processing methods which are very small-scale. With TechnoServe guidance, the counterpart associations will promote procurement of small-scale, low-cost processing equipment as well as the use of improved, higher-yielding crop varieties.

TechnoServe is also helping these associations to improve their institutional planning, management and training capacities by providing technical advice and assistance and training workshops for association staff and members. Training subjects include bookkeeping skills, loan management, credit management and thrift schemes, uses of appropriate technologies, project appraisal and development of viable/model community-based enterprises.

TechnoServe/Nigeria is collaborating with the International Institute for Tropical Agriculture (IITA) on two projects to develop and disseminate appropriate technologies to rural enterprises in eastern Nigeria. With support of the Ford Foundation, it is taking a leading role in the establishment of a Nigerian Community Development Trust. Now being organized on the community trust model used in the United States, this Trust will provide funding for research and project implementation.

As the Nigeria program started after TechnoServe initiated its "New Directions Strategy," the program has been structured with decentralization in mind. In 1993, Country Director Meg Bowman Hicks transferred her baton to a Nigerian director, Charles Akinola, who--with a professional staff of seven and administrative staff of eight--has assumed full management of the Nigerian program. (Ms. Bowman is currently on maternity leave in the United States and will assume responsibility for the East Africa Women's Enterprise Development Project in fall 1993.)

4.1.5. RWANDA

Initiated in 1985 through the execution of the USAID-financed Rwanda Private Enterprise Development Project--a program completed in 1991--TechnoServe's office in Rwanda has evolved into a traditional country program. Fully staffed and lead by Rwandan nationals (nine professional and eight administrative), in 1992-93

TechnoServe/Rwanda consolidated its service program and its position as a major development resource in Rwanda. As in the previous year, Matching Grant funds in 1992-93 were directed to support sector-focused agricultural service programs and to the training activities needed to achieve the goals of self-management and decentralization.

During the report year, TechnoServe/Rwanda provided assistance to rural enterprises in two major sectors: rice and sunflower (oil). Six sunflower and two rice cooperative CBEs received assistance with respect to production and marketing. A total of 6,500 farm families or 60,000 persons benefitted from TechnoServe's programs.

Despite the still difficult political situation in Rwanda, Country Director Themistocle Gasana and his staff achieved growing recognition on the part of the Government of Rwanda and international donor community for their pilot work in rice and sunflower enterprises. In fact, the Government of Rwanda has determined that TechnoServe's CAVECUVI rice enterprise will be the model for privatizing government rice holdings. USAID/Rwanda is now providing bridge financing for replication of the sunflower model in five communities.

4.1.6. TANZANIA

Formally initiated in 1991, TechnoServe's Tanzania program has two major sector thrusts--dairy and basic grains. Geographic focus is on northern Tanzania, and TechnoServe has located its headquarters in Arusha where Country Director Geoff Burrell and staff are providing assistance to CBEs in the Kilimanjaro and Arusha Districts. The program focuses on two sectors: maize and milk products.

Efforts to develop community-based mala milk enterprises were initiated in a working partnership with the Presidential Trust Fund for Self Reliance of Tanzania, an organization which received organizational assistance from TechnoServe in 1991. Assistance to the Nronga Women's Cooperative--a TechnoServe "beacon of success" project--continued in conjunction with this partnership through 1992-1993. This cooperative of 352 members is now in a phase-out assistance mode, with TechnoServe advisors providing monitoring assistance. The technology and techniques of processing cultured milk have been mastered, and TechnoServe is assisting the cooperative with remaining problems in the management and marketing areas.

Emphasis in the milk program has changed from purely cultured milk to working with farmers' associations/cooperatives collecting fresh milk in the Tanga Region. A TechnoServe study of milk marketing in the region is now in process with the objective of forming new cooperatives based around cooling centers financed by the World Food Programme and the Government of the Netherlands.

The program's main focus, however, is now on the maize sector which is being developed in partnership with Sasakawa/Global 2000 (SG2000) in northern Tanzania. With SG2000 providing agricultural inputs, TechnoServe is organizing several thousand small-holder farmers into farm service associations to address credit, processing and marketing challenges. Services commenced with a focus on six associations in the Arusha District (but later phased back to four) and four associations in the Kilimanjaro District.

TechnoServe is expanding the program into Kilimanjaro District which is proving to be the most responsive to the program thus far, a fact we attribute to the independent entrepreneurial character of the farmers in this part of the country. Meetings held with farmers in seven communities of Kilimanjaro have resulted in the formation of growers' associations in each. It is worth noting that authorities of the Ministry of Agriculture in Kilimanjaro are extremely supportive and active in promoting the formation of farmers' associations.

TechnoServe/Tanzania staff has been scaled up to a level of five professionals and seven support staff.

4.2 LATIN AMERICA

During Year Two of the Matching Grant, Luis Chavez, Vice President/Latin America, and the Division's Program Officers provided guidance and support to Country Directors and their staffs in El Salvador, Guatemala, Panama, Peru and Nicaragua and continued to assist TechnoServe's affiliate program--ACAIPADE--in Costa Rica. Program activities were also initiated in Bolivia, where TechnoServe is currently working under a sub-contract agreement with Planning Assistance.

Preliminary studies were undertaken in Haiti--with UNDP support--and in Chile, the latter on request of a private U.S. foundation. Both of these countries became candidates for new-country start-ups.

Political unrest and economic uncertainty continued to plague most of these program countries. Nevertheless, thanks to Matching Grant funds which provided support for its Institution Building and Rural Enterprise strategies, with the exception of Guatemala, most country programs made significant progress toward their long-term goals.

Internal Institution Building--both Internal and External--moved forward. Developments in specific areas may be summarized as follows:

- **Upgrading Project Management Skills**

This has been an ongoing activity with special seminars held in individual countries and at regional meetings on project development, management, with special attention to environmental and social impact concerns. The El Salvador program, in fact, has become a field laboratory for providing TechnoServe advisors from Africa and other Latin American countries with individual and non-formal education opportunities in these project areas.

TechnoServe/Norwalk continued to provide special training (in Panama, Costa Rica, Nicaragua and El Salvador) in personnel management and administration.

- **Field Database**

During the year, MIS staff from Norwalk visited each country program to follow-up on database management. FDB field trips included data quality review, data collection review, and additional training. Data quality continues to improve, although more work needs to be done.

- **Building Working Partnerships with Key Development Institutions**

Working agreements and relationships are fundamental to the thriving sector-focused programs in Peru, Panama, El Salvador and Nicaragua, where cooperation with para-statal organizations, government ministries, international development organizations, and USAID Missions are key to this success.

- **Rural Enterprise Strategy**

In context with its Rural Enterprise Strategy, during Year Two of this Matching Grant, TechnoServe provided direct assistance to more than 200,000 low-income farmers in six countries in Central and South America.

4.2.1. COSTA RICA

As the first fully autonomous, local program--or affiliate--the Association for Integral Assistance for Development (ACAIPADE) has had to rapidly increase its relations at all levels as it succeeds TechnoServe as a major development resource in Costa Rica. During 1992-1993, TechnoServe/Norwalk continued to provide financial support for staff training in such areas as project development, computer use, finance and accounting as ACAIPADE's Board of Directors and Executive Director assumed full management responsibilities. ACAIPADE has a staff of ten nationals under the leadership of Executive Director Carlos Paez.

CY1993 marks the beginning of the third year of activities for ACAIPADE as a national institution whose goals are: a) to strengthen the Board of Directors and increase its participation especially in areas of fund raising and public relations, b) increase capability of staff through training and through comprehensive compensation policies and c) maintain the quality and quantity of technical assistance programs. During the year, ACAIPADE has assisted nine community-based enterprises and provided technical assistance to two development institutions.

TechnoServe Regional Vice President, Luis Chavez, and El Salvador Country Director, Carlos Abarca, sit on ACAIPADE's Board of Directors and provide additional guidance through this arrangement.

The ACAIPADE experience has been an important "proving ground" with regard to the theories of "autonomy" and "network formation." As such, it was the object of a special study by TechnoServe's Mid-Term Evaluation team which convened for the three-month exercise in June 1993.

4.2.2. EL SALVADOR

El Salvador's peace process has been slow due to delays on the part of the FMLN and the Government in implementing the peace agreements. The economy, however, did improve during the report period, with a GNP increase (in 1992) of 4.5 percent. Export diversification continues with non-traditional exports accounting for 58.8 percent of total national exports. TechnoServe's program in El Salvador has given major emphasis to promoting non-traditional export crops on the part of the community-based enterprises it is assisting.

Our largest program in Latin America, TechnoServe/El Salvador assisted 30 major community-based enterprises--most of them cooperatives of the agrarian reform sector--during the 1991-1993 period. Bringing direct benefits to 40,000 persons, these enterprises concentrate on production of coffee, non-traditional crops, and sugarcane. In addition, TechnoServe/El Salvador is assisting eight local development institutions, including parastatals and government agencies providing technical training in enterprise development, thus achieving maximum outreach and impact in the rural sector.

TechnoServe/El Salvador enjoys excellent working relationships with governmental institutions, local NGOs and international organizations. Evidence of this is the Government's invitation--extended through the Office of the Vice President--to TechnoServe to implement a training/transition program to help ex-combatants return to peaceful, productive lives in the agricultural sector.

With a staff of 37 full-time nationals (23 of them project advisors), 35 short-term contractors, and an annual budget of \$2.1

million, TechnoServe/El Salvador is a prime example of a mature, self-directed decentralized program.

As noted in preceding sections, because of the rich training opportunities the program offers, TechnoServe/El Salvador has been selected as a training hub for TechnoServe staff from around the world. Matching Grant funds are supporting various training seminars and opportunities for in-country staff and visiting staff from other TechnoServe programs. This is the only Salvadoran activity to which Matching Grant funds are allocated.

TechnoServe/El Salvador has also been selected as the site of a TechnoServe international conference in September 1993 to explore the issues surrounding the questions of decentralization, autonomy and network formation. The findings of the Matching Grant Mid-Term Evaluation will be a major contribution to this agenda.

4.2.3. GUATEMALA

It was a year of decline and upheaval on the political scene in Guatemala, with the Government losing credibility due to its failure to implement social and economic programs, despite much good will and good intentions. This, combined with subsequent changes of government, had a negative impact on TechnoServe's development plans for the Lake Atitlan area in the Department of Solola.

In April 1992, the Government of Guatemala extended formal recognition to TechnoServe with full approval to initiate programs that would promote sustainable agricultural enterprises, increase food supplies and food security, and assist the peaceful integration of refugees into environmentally endangered zones. Implementation of this program, however, depended on the UN-sponsored FONAPAZ "Fund for Peace" program. When funds became available, FONAPAZ moved ahead with resettlement in the Peten region only, leaving the plans for the Solola/Lake Atitlan region pending and up in the air.

With no significant funding firmly in sight and despite UNDP's continuing interest, TechnoServe decided to withdraw Mr. Atilio Bravo, its resident Country Director, and maintain contact and provide periodic assistance as needed from TechnoServe/El Salvador. TechnoServe remains poised to commence full program activities should the financial support be forthcoming.

Matching Grant funds budgeted for Guatemala program development will be reassigned in consultation with AID/FFA/PVC.

4.2.4. NICARAGUA

After an eight-year absence from the country, TechnoServe officially re-opened its country program in Nicaragua in the summer of 1992.

During the year, priority was placed on developing funding to initiate technical services to CBEs. In November 1992, the IDB Small Projects Division approved a \$1.5 million contract to three rural enterprises with \$300,000 earmarked for TechnoServe's assistance over a two-year period. As a result, the program was able to get into gear, hiring staff, acquiring new office space and office equipment including vehicles. With this done and services in process, organizing the program for the long term could commence.

Goals for the 1992-1993 period included developing the capabilities of staff through a TechnoServe training program, an activity facilitated through Matching Grant mandate and funds. Another priority--facilitated through the Matching Grant--is to get the field database in operation and process data on new projects as they come on line. To assist both efforts TechnoServe/Nicaragua staff have visited neighboring country programs during the report period, as TechnoServe/Norwalk advisors have also provided training in FDB, finance, and administrative functions.

The strategy for the Nicaragua program is to scale-up operations and achieve national impact in the--currently decimated--agricultural sector. To accomplish this, TechnoServe/Nicaragua has approached USAID with a plan to finance a major regional agricultural development program. Approved in August 1993 for an amount of \$1.8 million, this three-year program will focus on agro-forestry and rural employment in the Matagalpa and Jinotega regions and will contribute tangibly to the peace-building and democratization process in Nicaragua by providing viable economic activities for these war-torn regions. This program will reforest 15,000 hectares of land and create jobs for 4,300 un- and underemployed farmers through the development of 14 farmer-owned rural enterprises. The program has been developed with the approval and cooperation of the National Center for Planning and Administration of Development Areas (CENCAP). In addition to its enterprise development activities, the three-year program also includes an institution-building component through which TechnoServe will provide technical assistance to the National Center for Rural Development Action and Support (CENADE).

At the date of this report, TechnoServe/Nicaragua professional staff consisted of a country program director and three advisors, all of them nationals.

4.2.5. PANAMA

TechnoServe's enterprise development activities in Panama have been increasingly successful and important to the country's agricultural sector and small-scale farmer, as the country deals with economic and political reform.

During 1992-1993, TechnoServe/Panama focused on the following activities:

- Consolidation of the program's technical capability--an internal strengthening objective achieved through ongoing staff training.
- Concentrating services in four key areas:
 - 1) Sustainable agricultural development;
 - 2) Promoting the participation of women and youth in enterprise activities;
 - 3) Promoting the development of marginalized groups, such as the Kuna and Guaymi Indians; and
 - 4) Assisting the Government and the IDB to implement the PROMESA program.

In all, TechnoServe provided direct assistance to a total of nine projects, five of them community-based enterprises (CBEs) and four institutions, the latter including the Association of Cooperatives of Veraguas Province (ASCOVE) and the Union of Farmers' of Lake Alajuela (UCLA)--both of them unions of cooperatives impacting a large membership.

Though small, TechnoServe/Panama has grown as a country program, one which enjoys an image as a competent, professional organization with wide-ranging capabilities. In the non-governmental sector, it works in partnership with ANCON (The Nature Conservancy), the IDB, IFAD, and with the Peace Corps for whom TechnoServe is providing training modules and placement opportunities in the Veraguas Province.

TechnoServe/Panama currently has a staff of ten full-time nationals (seven of whom are professionals with specializations in agronomy, agricultural economics, industrial engineering, accounting, and economics) and three short-term contractors.

4.2.6. PERU

From 1986 through 1992-93, AID/PVC Partnership and Matching Grant funds have been a major factor in facilitating the growth of TechnoServe's program in Peru. Matching Grant funds provided vital

support for sustaining the level of technical assistance in Peru's coastal river valleys and for conducting exploratory work in alternative agriculture in several other regions and coastal valleys.

During the year TechnoServe/Peru sustained momentum in key activities, notably the successful pursuit of a geographic "sector" approach to working with community-based enterprises in the Santa, Huaral and Canete River Valleys. By concentrating on specific crop sectors in these select regions, TechnoServe has achieved greater impact, bringing dramatic improvement in the incomes and lifestyles of 10,000 subsistence farm families, while 56,000 more people have benefitted indirectly.

The demonstrated success of these programs have resulted in requests from the Government of Peru for TechnoServe to replicate this sector program in other departments. During the past year, TechnoServe proceeded with investigations and planning for replication in the Jequetepeque Valley (60 kilometers north of Lima), the Chanchamayo Valley in San Ramon province (located in the Junin Department rain forest), the Canete-Mala Valley (located on the Southern Coast 140 kilometers north of Lima), and the Chancay Lebayeque Valley (770 kilometers north of Lima). In all valleys, TechnoServe will establish agricultural water management techniques and soil conservation aimed to protect the environment and hydrographic basins. TechnoServe will also focus its efforts on four major agricultural sectors: citrus fruits, cotton, basic grains and non-traditional crops for export.

In response to an invitation from USAID/Lima, TechnoServe/Peru designed a crop substitution program for the infamous Upper Huallaga Valley, a program which is will be funded--with approvals of USAID and the Government of Peru--from Title III monetized funds.

Overall, TechnoServe's orientation in Peru is moving toward the macro--i.e., regional--level and strong working relationships with regional organizations and multilateral institutions. Priority areas all with a global or sectoral focus are:

- Alternative development in the coca growing areas
- Environmental preservation
- Marketing/export financing
- Development programs for women
- Integral community-development models

TechnoServe/Peru, with its staff of nine, continued its close working partnerships with the CHINECAS Water Development Authority

(National Development Institute), the Ministries of Agriculture and Education, and the Banco Agrario.

4.2.7. NEW COUNTRIES: BOLIVIA

The demonstrated success of this Peruvian program has enabled TechnoServe to begin operations in Bolivia, where in September 1992 TechnoServe began work on alternative crop development in the Chaparre Valley. This program--which is being financed under a sub-contract with Planning Assistance--is focused on development of pineapple as an export crop, and agro-processing (juice and pulp) for local and export markets. Staff from TechnoServe/Peru and TechnoServe/El Salvador have been assigned to the project to provide direct assistance and also to train local staff.

V. REVIEW AND ANALYSIS OF HEADQUARTERS SUPPORT FUNCTIONS

This section reviews the responsibilities and achievements of headquarters' departments in vital "New Directions" functions: research and evaluation, development education, fund raising, technical training, Matching Grant administration and financial support. Where previously these activities involved three divisions, they now involve two. In March 1993, the research and development activities were made the responsibilities of the Program Support Division.

5.1. PROGRAM SUPPORT, GRANT MANAGEMENT, EXTERNAL AFFAIRS, AND RESEARCH AND EVALUATION

The Program Support Division--formerly the Department of Development and Administration--carries on its role as primary liaison with AID/PVC and its traditional oversight and reporting responsibilities for the Matching Grant. All aspects of fund raising, external affairs, and communications fall within the international scope of responsibilities of the department.

5.1.1. DIVISIONAL STRUCTURE

As Vice President for Program Support, Ms. Caroline Williams continued to bring new energy and fresh guidance to the Division. And, equally important, she brought new financial resources to bear during the year, notably from the investment and corporate community. In addition, she secured an innovative, Program Related Investment agreement with The John D. and Catherine T. MacArthur Foundation of Chicago. This PRI is something of a breakthrough in that, untypical of most PRIs which are linked to specific community development activities/investments, it provides TechnoServe with a \$300,000 "line of credit"--a hedge against grant or contract receivables which are late in arriving. This situation can cause great financial stress to non-profits like TechnoServe, when multilateral institutions must make their payments through host

country government agencies. The World Bank, with its large commitment to TechnoServe's Ghana program, is a particular case in point. The MacArthur PRI is an invaluable resource in cash-flow crunches such as this.

The administration of the Matching Grant remains this department's responsibility. Ms. Barbara Magner, Director of Government and Donor Relations, continues her oversight and reporting responsibilities for the Matching Grant and also liaison and grant development with other AID Bureaus, i.e., Food for Peace, Women in Development, and R&D. Ms. Magner is also responsible for fund raising from foundations, church and community agencies.

Mr. Alexander Liu, formerly a Vice President of Bankers Trust and investment advisor to the Koch Administration in New York City, continues to make his invaluable contributions in the areas of trust/endowment management, currency conversion and debt-swap transactions.

5.1.2. FOOD FOR PEACE

As noted earlier in this report, in March 1992 TechnoServe commenced a three-year Title II monetization program in Ghana. Program Support provides institutional linkages to Food for Peace with respect to documentation and logistics of wheat shipments and carries specific administrative responsibility at headquarters for development of guidelines for establishment and management of trust funds as a suitable vehicle for monetization proceeds. An Institutional Support Grant awarded by Food for Peace in June 1992, and administered by Program Support, is assisting TechnoServe headquarters to provide professional guidance and services with respect to trust fund management. A new activity for TechnoServe Title II monetization has already demonstrated its effectiveness in helping TechnoServe achieve increased program impact. A major output of the grant was the publication in July 1993 of a user's guide and manual on endowment management. Entitled "Managing a Local Currency Endowment: A Historical Guide for Title II Operators," it also includes information on investment policies and administration.

The Program Support Division is also assisting the program divisions in the exploration of Title II replications. One such effort, concluded during the year in Peru, has resulted in Title III financing of TechnoServe plans for in the Huallaga Valley of Peru, a coca substitution now in the formative stages.

5.1.3. FUND RAISING

The Division's efforts to attract substantial grant funds from corporations and foundations continued with success, as did its direct mail program. In fact, the direct mail program is proving to be highly successful. Well received by a growing donor base,

the program, formally initiated in 1988, is on target with its "New Directions" goal of \$800,000 annually by 1994. Ms. Darlene Brown continues to manage this very successful program with the help of Sanky Perlowin Associates, a direct mail consulting firm.

5.1.4. COMMUNICATIONS

TechnoServe continues to give special attention to outreach to its donor community, specifically, and the public at large. The Reverend Douglass Ray continued to serve as Director of Communications, reaching this growing audience with a regular round of newsletters, special issue newsletters, annual reports and videos.

5.1.5. RESEARCH, DEVELOPMENT EDUCATION, EVALUATION

Research and Development, or "R&D" as it is popularly known, is now a department within the Program Support Division, a "development" that took place in March 1993. James G. Herne, formerly Senior Program Officer/Africa Division, has taken over the responsibilities of this office which now include non-traditional programs and projects. TechnoServe's program in Poland, a case in point, is under Mr. Herne's direction.

The tasks of R&D are now threefold: 1) to analyze TechnoServe's experience in the field in order to improve our methods and assess results; 2) to share with other agencies the lessons we have learned in our 25 years of hands-on enterprise development; and 3) to develop new undertakings, providing the groundwork for programs and/or activities in new regions. Mr. Herne brings 15 years of experience with TechnoServe to these challenging tasks.

As the evaluation and quality control arm of TechnoServe, R&D monitors programs and projects and ensures that rigorous cost-effectiveness standards are applied. During the year, Mr. Herne carried out a mid-term evaluation of the Poland program, assisted in cost-effectiveness studies in Africa, and lead the TechnoServe team in conducting the Matching Grant Mid-Term Evaluation.

R&D is responsible for research and documentation of TechnoServe's experience and also represents the organization to professional organizations and to the academic community. TechnoServe's "Teaching Case Program"--a series completed in March 1993--puts university students in the shoes of TechnoServe management in overseas situations. The series has been well-received by American universities and colleges. A major publication for TechnoServe, our Cost-Effectiveness in the Non-profit Sector: Methods and Examples for Leading Organizations, was published by the Greenwood Press early in 1993.

5.2. FINANCE AND ADMINISTRATION ACTIVITIES UNDER THE MATCHING GRANT

TechnoServe's Division of Finance and Administration is under the direction of J. Alberto Espinosa, who assumed the title and functions of Director of Finance and Administration in May 1992.

The following section presents all activities undertaken by Mr. Espinosa and his staff in relation to the Matching Grant during Year Two. Most activities relate to improving field office capabilities to decentralize operations. These activities included: training; field office assessments in the areas of financial, personnel and data management to determine staff training requirements and procedures that need to be improved; follow-up work in the further development and implementation of the Field Operations Database (FDB); further development and improvement of our in-house field accounting and financial management software; started implementing a computerized grants management and financial planning system; and a few other activities in the area of home office staff training, such as a three-day workshop in Federal grants management and proposal writing.

5.2.1 DIVISION REORGANIZATION

Last year we reported the reorganization of the Finance and Administration Division. We also mentioned that Mr. Espinosa's position of Director of MIS was not replaced because he continues to give overall direction to that department as Director of Finance and Administration. Instead, Ed Wajdowicz, a programmer/system developer, was hired in May of 1993. This has strengthened TechnoServe's in-house capabilities to develop new systems and improve and maintain our existing software applications. Also, an entry-level accountant was hired in July of 1993 to provide some overlapping of responsibilities with current staff, to strengthen our accounting processing capabilities and to free up some of our more senior accountant's time to be devoted to field audits and more analytical work. These added capabilities in the Division are also allowing us to dedicate more time to training, production of manuals, and documentation of procedures. The Finance and Administration Division has become more cost-effective since the reorganization. This improved productivity, coupled with a comprehensive analysis of the Division's functions and staffing requirements, has placed the Division in a very good position to sustain the planned growth.

In February of this year, Alberto Espinosa, the Director of Finance and Administration, traveled to Panama, El Salvador and Nicaragua to work with Country Directors and field administrative staff to improve the administrative support of field operations. Even though many useful observations were collected during that trip, the consensus was clear in the need for documentation and further training. It was then decided to give priority to the development

of a field office finance and administration manual to be used as a model for new as well as existing country programs. The first draft of this manual is scheduled to be completed by September of 1993, and it is intended as a reference source for experienced field managers and as an orientation and training source for new field managers.

5.2.2 TRAINING ACTIVITIES

The prior report indicated that audit guidelines had been prepared in the areas of financial, personnel and data management areas. The purpose of these guidelines was not only to review controls and compliance, but also to make assessments of field office procedures and capabilities in all administrative areas and to determine training needs. Several of these audits/assessment trips took place. The overall experience of these trips and the guidelines has been very positive in terms of developing training plans. These audit/assessment trips have become a key factor in the accomplishment of decentralization objectives for field office administration. A new training evaluation/feedback form has also been implemented and is currently being tested. These forms provide Country Directors and field staff with a mechanism to give their inputs for future training activities.

Training activities are aimed at improving the administrative capabilities of TechnoServe's field offices to give them the necessary skills to operate in a decentralized mode. The main focus in the last year has been in the areas of financial management, human resources and management information systems. Financial Services staff traveled to Panama, Nicaragua, El Salvador, Bolivia, Kenya, Ghana, Rwanda, and Tanzania to conduct financial management training activities. Financial management training is usually done in combination with financial audits. The Financial Services department also conducted a regional workshop in Kenya on financial management and budgeting for all Country Directors and Financial Managers of African field offices.

Human Resources staff traveled to Tanzania, Kenya, Rwanda, Uganda, Ghana, Panama, Costa Rica, Nicaragua and El Salvador to conduct assessments and training in the areas of personnel management and administration. One key objective of these trips is to provide the field office with the capability to establish salary scales based on market values and the implementation of local compensation policies. The Human Resources department also participated in the regional workshop for Country Directors in Kenya.

MIS staff traveled to Kenya, Tanzania, Ghana, Nigeria, Uganda and Nicaragua to conduct computer training activities and data audits/assessments. Most computer training trips were taken in combination with field database (FDB) implementation trips.

A three-day workshop was also conducted for home office staff in July of this year. An outside consultant was hired to train staff in the areas of Federal grants management and proposal writing.

5.2.3 FIELD OFFICE FINANCE AND ADMINISTRATION MANUAL

The first draft of the manual is scheduled to be completed in September of this year. This manual is intended as a reference document for field staff in relation to policies, procedures and standards in the areas of financial management, personnel, administration and information systems. It also provides important general information that affect TechnoServe as an organization. This manual should not only help new Country Directors and field staff become familiar with TechnoServe policies and procedures but should also help existing field staff find information or reference sources and determine what is mandatory and what is not. Each section has been divided into three parts, as applicable:

- A. Mandatory standards describes TechnoServe policies and standards that are applicable worldwide, regardless of location.
- B. Recommended procedures, based on the experience of other field offices and F&A travelling staff, presents recommendations that have worked well in other places. These recommendations are not mandatory, although field staff are encouraged to give some thought to them.
- C. Local provisions has been left blank for field office use. Since this manual is also intended to help field offices prepare their own field F&A manual, this blank section will help field staff in this process by allowing them to insert all necessary sections to complement the manual and provide the desired level of details applicable to the specific country program, based on local factors such as regulations, mandatory laws, cultural, and business environment.

5.2.4. FIELD OPERATIONS DATABASE (FDB)

The FDB is our primary operations monitoring tool. This tool is used mainly to track and report on field operations data related to direct assistance to enterprises. This system is now operational in every TechnoServe country program working with community-based enterprises. All these countries have been visited for FDB implementation, training, follow-up and/or update. MIS staff have also traveled to Ghana, Nigeria, Kenya, Tanzania, and Rwanda for FDB trips. FDB field trips also include data quality review, data collection process review, and further training. Each FDB trip is complemented with a trip report that outlines the activities undertaken, the established data collection procedures, and the staff responsible for these procedures.

The data quality stored in the FDB continues to improve, although more work needs to be done. Regular quarterly FDB reports are distributed on a selective basis to senior management, Board members and donors. Some of our Country Directors are now using this tool for regular project and country program management.

As previously reported, further development of the FDB was expected to be delayed because of the reorganization of the Finance and Administration Division. With the hire of the new programmer, we have now resumed further development of the FDB. The updated system will: 1) eliminate unnecessary project data and add other useful project data; 2) eliminate unnecessary reports and add other useful reports; 3) create new files, data entry screens and reports for other areas of TechnoServe work besides enterprise assistance, such as institutional assistance, training and short-term interventions; and 4) re-organize all files to facilitate monitoring and evaluation activities by collecting the same set of indicators when assistance begins (baseline), at project graduation, and in subsequent years during the review of graduated projects.

A side benefit of the FDB implementation was the main data management (MDM) system developed for this purpose. The MDM system is a menu driven software program that is very flexible to implement and customize for a variety of applications. This system has been used to implement several other database applications because of this flexibility, including grants management and financial planning system, thrift and pension management, major donor monitoring, and vehicle management. This system also allows field offices to implement databases for their local information and reporting needs.

VI. FINANCIAL REPORT

6.1. MATCHING GRANT FINANCIAL REPORT - YEAR TWO

As approved in 1991, the Core Budget of this Matching Grant amounted to \$4,500,000. As of June 1993, a total of \$1,800,000 had been obligated by AID/FHA/PVC. This obligation has been totally expended by TechnoServe by June 1993. TechnoServe's matching contribution for the same two-year period now totals \$4,623,089.

Expenditure statements for the period July 1, 1992 through June 30, 1993 (Year Two) are provided in the following pages. In accordance with AID reporting guidelines, the financial report includes:

- AID MATCHING GRANT BUDGETED VERSUS ACTUAL EXPENDITURES
 - Summary Report - Year Two and Cumulative
 - Program Report - Year Two and Cumulative
 - Sources of Funds - Year Two and Cumulative

- 5-YEAR PRO-FORMA INCOME STATEMENT (1991 and 1992 Final)

TECHNOSERVE FINANCIAL REPORT
 AID MATCHING GRANT No PDC-0158-A-00-1100-00
 Budgeted versus Actual Expenditures
 YEAR 2 (7/1/92 to 6/30/93)

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A.1 SUMMARY REPORT

	AID		TECHNOSERVE MATCH	
	BUDGET	ACTUAL	BUDGET	ACTUAL
Program Costs	\$770,000	\$639,966	\$770,000	\$2,039,010
Indirect Costs	123,000	135,034	123,000	430,232
Total	\$893,000	\$775,000	\$893,000	\$2,469,242

A.2 PROGRAM REPORT

	AID		TECHNOSERVE MATCH	
	BUDGET	ACTUAL	BUDGET	ACTUAL
Ghana	\$29,000	\$3,178	\$29,000	\$306,969
Kenya	53,000	33,539	53,000	363,660
Rwanda	52,000	84,761	52,000	7,692
Tanzania	99,000	1,133	99,000	211,024
Nigeria	26,000	52,350	26,000	206,675
New Country	29,000	0	29,000	27,727
Salvador	34,000	0	34,000	0
Panama	57,000	108,442	57,000	263,402
Peru	60,000	63,389	60,000	304,946
Costa Rica	38,000	24,903	38,000	113,761
Nicaragua	88,000	98,713	88,000	121,361
Guatemala	88,000	54,803	88,000	0
New Country		8,258		31,175
R&D	49,000	39,351	49,000	21,163
HO Matching Grant	68,000	67,146	68,000	59,455
Indirect Cost	123,000	135,034	123,000	430,232
Total Expense	\$893,000	\$775,000	\$893,000	\$2,469,242

B. SOURCES OF FUNDS

Religious Org.	\$326,048
Foundations	568,092
Corporations	338,407
Individuals	117,811
PVO Collaboration	78,607
AID/Matching Grant	775,000
Host Country Inst.	59,721
Multilateral/Bilateral	873,671
Project Fees	15,213
Interest and Other	91,672
Total Sources	\$3,244,242

TECHNOSERVE FINANCIAL REPORT
 AID MATCHING GRANT No PDC-0158-A-00-1100-00
 Budgeted versus Actual Expenditures
 CUMULATIVE (7/1/91 to 6/30/93)

G.MGRE2YR2.WK1

A.1 SUMMARY REPORT

	AID		TECHNOSERVE MATCH	
	BUDGET	ACTUAL	BUDGET	ACTUAL
Program Costs	1,302,000	\$1,478,069	1,302,000	\$3,800,128
Indirect Costs	248,000	321,931	248,000	822,961
Total	\$1,550,000	\$1,800,000	\$1,550,000	\$4,623,089

A.2 PROGRAM REPORT

	AID		TECHNOSERVE MATCH	
	BUDGET	ACTUAL	BUDGET	ACTUAL
Ghana	\$55,000	\$170,799	\$55,000	\$589,853
Kenya	104,000	58,887	104,000	487,470
Rwanda	94,000	162,439	94,000	135,630
Tanzania	194,000	21,165	194,000	356,822
Nigeria	98,000	109,995	98,000	373,936
New Country	52,000	0	52,000	104,880
Salvador	66,000	0	66,000	0
Panama	121,000	144,419	121,000	548,146
Peru	126,000	238,696	126,000	705,532
Costa Rica	80,000	91,951	80,000	139,138
Nicaragua	160,000	168,460	160,000	157,876
Guatemala	160,000	145,809	160,000	42,659
New Country	0	8,258	0	43,698
R&D	98,000	90,045	98,000	55,033
HO Matching Grant	142,000	67,146	142,000	59,455
Indirect Cost	248,000	321,931	248,000	822,961
Total Expense	\$1,798,000	\$1,800,000	\$1,798,000	\$4,623,089

B. SOURCES OF FUNDS

Religious Org.	\$538,858
Foundations	1,123,681
Corporations	599,338
Individuals	503,333
PVO Collaboration	113,376
AID/Matching Grant	1,800,000
Host Country Inst.	210,964
Multilateral/Bilateral	1,352,663
Project Fees	73,440
Interest and Other	107,436
Total Sources	\$6,423,089

5 YEAR PRO – FORMA INCOME STATEMENT (Thousands)
For the Year Ending December 31,

Description	1991 Final	1992 Final	1993 Budget	1994	1995	1996
SUPPORT AND REVENUE						
Religious Org.	\$259	\$319	\$292	\$330	\$370	\$410
Foundations	796	641	663	680	760	850
Corporations	488	395	516	560	620	700
Individuals	701	797	751	800	900	1,000
Sub-Total	\$2,243	\$2,152	\$2,222	\$2,370	\$2,650	\$2,960
PVO Collaboration	276	103	191	190	200	230
AID/Matching Grant	895	900	838	900	900	450
AID/Washington	350	427	250	100	0	0
USAID Missions	1,654	1,522	2,035	2,000	2,000	2,000
Host Country Inst.	208	234	409	430	480	600
Multilateral/Bilateral	483	678	1,206	1,500	1,800	2,000
Project Fees	103	129	49	55	60	70
Interest and Other	86	56	90	110	120	130
NEC Campaign	188	540	500	550	100	
Monetization		604	495	540	600	700
Total Income	\$6,486	\$7,345	\$8,285	\$8,745	\$8,910	\$9,140

EXPENSES

Ghana	\$471	\$647	\$851	\$990	\$1,100	\$1,100
Kenya	365	364	326	370	420	420
Rwanda	433	232	274	290	330	370
Tanzania	124	201	283	330	370	420
Nigeria	202	237	300	360	400	450
Uganda	49	128	209	220	250	280
Zaire	52					
Sudan	7					
AF Region	53	57	39	40	50	55
Salvador	1,261	1,300	1,748	1,400	1,400	1,400
Panama	272	346	371	550	610	700
Peru	528	509	410	450	500	500
Costa Rica	114	126	61	70	75	85
Nicaragua	85	140	259	350	390	400
Guatemala	109	132	0			
Bolivia		40	92	200	220	250
LA Region	5	35	32	35	40	44
Poland	226	326	337	100		
Other Activities	15	39				
R&D	238	185	126	140	160	180
HO Matching Grant		50	170	190	200	90
Program Support	751	816	955	1,020	1,120	1,150
Administration	943	824	975	1,050	1,150	1,200
Total Expense	\$6,302	\$6,734	\$7,818	\$8,155	\$8,785	\$9,094

CHANGE IN FUND BALANCE

Total Change	\$184	\$611	\$467	\$590	\$125	\$46
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LOGICAL FRAMEWORK

<p>GOAL Increased & successful participation of low-income farmers in developing countries in a market-oriented global economy, through the medium of sustainable rural enterprises which improve productivity, create employment, and contribute to community development and national prosperity.</p>	<p>INDICATORS TechnoServe services reach an increased number of enterprises which have significantly increased productivity and income levels, and are sustainable after TechnoServe assistance has been withdrawn.</p>	<p>VERIFICATION -MIS data retrieval system -Quarterly operating reports -Monthly activities reports -Project Termination Reports -Case studies -Mid-term evaluation -Cost-effectiveness analysis -Post-Program Evaluation</p>	<p>ASSUMPTIONS -Maintenance of global political stability -Free market economies continue to thrive -International aid & credit flows are maintained & grow</p>																																																
<p>PURPOSE To provide improved and expanded technical assistance programs - directly and indirectly - to increase numbers of small and medium-size rural community-based enterprises in Africa and Latin America, and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented production, processing, marketing and agricultural service and business organizations.</p>	<p>INDICATORS -Number of major rural enterprises assisted through decentralization and network strategies has doubled over current levels. -Sustainability achieved by majority of enterprises. -Sector and project approaches being replicated by other institutions. -Interactive network achieving measurable outreach and impact.</p>	<p>VERIFICATION -MIS data retrieval system -Individual enterprise audits -Quarterly operating reports -Monthly activities reports -Cost-effective analysis system -Project completion reports -Divisional field reports -TechnoServe program monitoring reports -TechnoServe Network conference reports</p>	<p>ASSUMPTIONS -Stable markets -Positive host government development policies -Favorable climatic growing conditions -Availability of development capital -Availability of development credit -Continued prioritization by AID & bilateral agencies of small enterprise development</p>																																																
<p>OUTPUTS --> Increased numbers of economically viable, environmentally sustainable, rural enterprises --> Innovative institutional partnerships for greater impact --> A stronger, more effective and decentralized TechnoServe --> More accessible, cost-effective service delivery systems --> An international network of TechnoServe programs and counterparts --> Expansion into 2 new countries in Africa and Latin America --> Positive influence at national, AID and multi-lateral donor policy levels</p>	<p>INDICATORS -400 to 500 community-based enterprises assisted -2 to 3 wholly autonomous, largely self-funded country programs -3 to 5 regional/national collaborating affiliates -6 to 8 semi-autonomous country programs -2 new country programs established -36 MIS training seminars -150 to 200 decentralization training sessions -150 to 200 counterpart training seminars -2 international network conferences -1 international cost-effectiveness conference -TechnoServe policy recommendations sought and considered.</p>	<p>VERIFICATION -Monthly and Quarterly operating reports -TechnoServe Headquarters Management and Executive Committee Reports -Counterpart agreements -Project agreements -Feasibility studies -Analyses of sustainability targets -Staff training reports -Counterpart training reports -Project business plans, financial reports -Cost-effectiveness conference documentation -Publication of cost-effectiveness volume -TechnoServe Board of Directors Reports -Reports of network meetings -Network evaluations</p>	<p>ASSUMPTIONS -Continued demand by sponsor groups -Continued demand by counterpart institutions -Sponsor groups and institutions continue to have freedom to operate -Absence of natural disasters -Supportive host country governments -Retention of qualified, motivated staff -Sustained international private funding base -AID Matching Grant of \$7.5 million</p>																																																
<p>INPUTS Institution Building Strategy: A. Internal -Form TechnoServe Network -Research, develop, and disseminate computer applications for program management -Implement interactive network MIS with TechnoServe Network countries -Refine & disseminate cost-effectiveness methodology -Strengthen institutional evaluation system B. External -Strengthen affiliates and counterpart organizations -Expand to two new countries -Implement institutional training programs -Promote autonomous TechnoServe country programs Rural Enterprise Strategy: -Increase agribusiness assistance to rural CBE's -Improve production and natural resource management of CBE's -Improve service and credit programs of co-ops and farm associations -Expand to two new countries -Research, develop, and disseminate advisor training materials/modules -Research, develop, and disseminate computer applications for enterprise management -Provide impact analysis and evaluation training to advisors to project advisors -Develop and implement field operation database system Matching Funding TechnoServe Matching Funding AID</p>	<p>INDICATORS</p> <table border="1"> <thead> <tr> <th>FY</th> <th>91</th> <th>92</th> <th>93</th> <th>94</th> <th>95</th> </tr> </thead> <tbody> <tr> <td>(\$000)</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1396</td> <td>1520</td> <td>1568</td> <td>1418</td> <td>1370</td> </tr> <tr> <td></td> <td>546</td> <td>476</td> <td>588</td> <td>710</td> <td>554</td> </tr> <tr> <td></td> <td>1092</td> <td>984</td> <td>1110</td> <td>956</td> <td>712</td> </tr> <tr> <td>Total Per Year</td> <td>3034</td> <td>2980</td> <td>3266</td> <td>3084</td> <td>2636</td> </tr> <tr> <td></td> <td>1517</td> <td>1490</td> <td>1633</td> <td>1542</td> <td>1318</td> </tr> <tr> <td></td> <td>1517</td> <td>1490</td> <td>1633</td> <td>1542</td> <td>1318</td> </tr> </tbody> </table>	FY	91	92	93	94	95	(\$000)							1396	1520	1568	1418	1370		546	476	588	710	554		1092	984	1110	956	712	Total Per Year	3034	2980	3266	3084	2636		1517	1490	1633	1542	1318		1517	1490	1633	1542	1318	<p>VERIFICATION -Country Program annual plans and budgets -TechnoServe personnel records -MIS data retrieval system -TechnoServe training records -TechnoServe publications -TechnoServe Financial System -TechnoServe Annual Audit -Mid-term evaluation -End-of-Project evaluation</p>	<p>ASSUMPTIONS -TechnoServe programs complement USAID/CDSS -TechnoServe programs complement host country development priorities -TechnoServe strategies consistent with Board approved Strategic Plan</p>
FY	91	92	93	94	95																																														
(\$000)																																																			
	1396	1520	1568	1418	1370																																														
	546	476	588	710	554																																														
	1092	984	1110	956	712																																														
Total Per Year	3034	2980	3266	3084	2636																																														
	1517	1490	1633	1542	1318																																														
	1517	1490	1633	1542	1318																																														

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VII. ATTACHMENT 7.1

LOGICAL FRAMEWORK

**VII. ATTACHMENT 7.2
IMPLEMENTATION PLAN**

ACTIVITIES

Year 1 Year 2 Year 3 Year 4 Year 5
 QTR1 QTR2 QTR3 QTR4 QTR1 QTR2 QTR3 QTR4 QTR1 QTR2 QTR3 QTR4 QTR1 QTR2 QTR3 QTR4 QTR1 QTR2 QTR3 QTR4

HQ = Headquarters F = Field Offices

INSTITUTION BUILDING INTERNAL

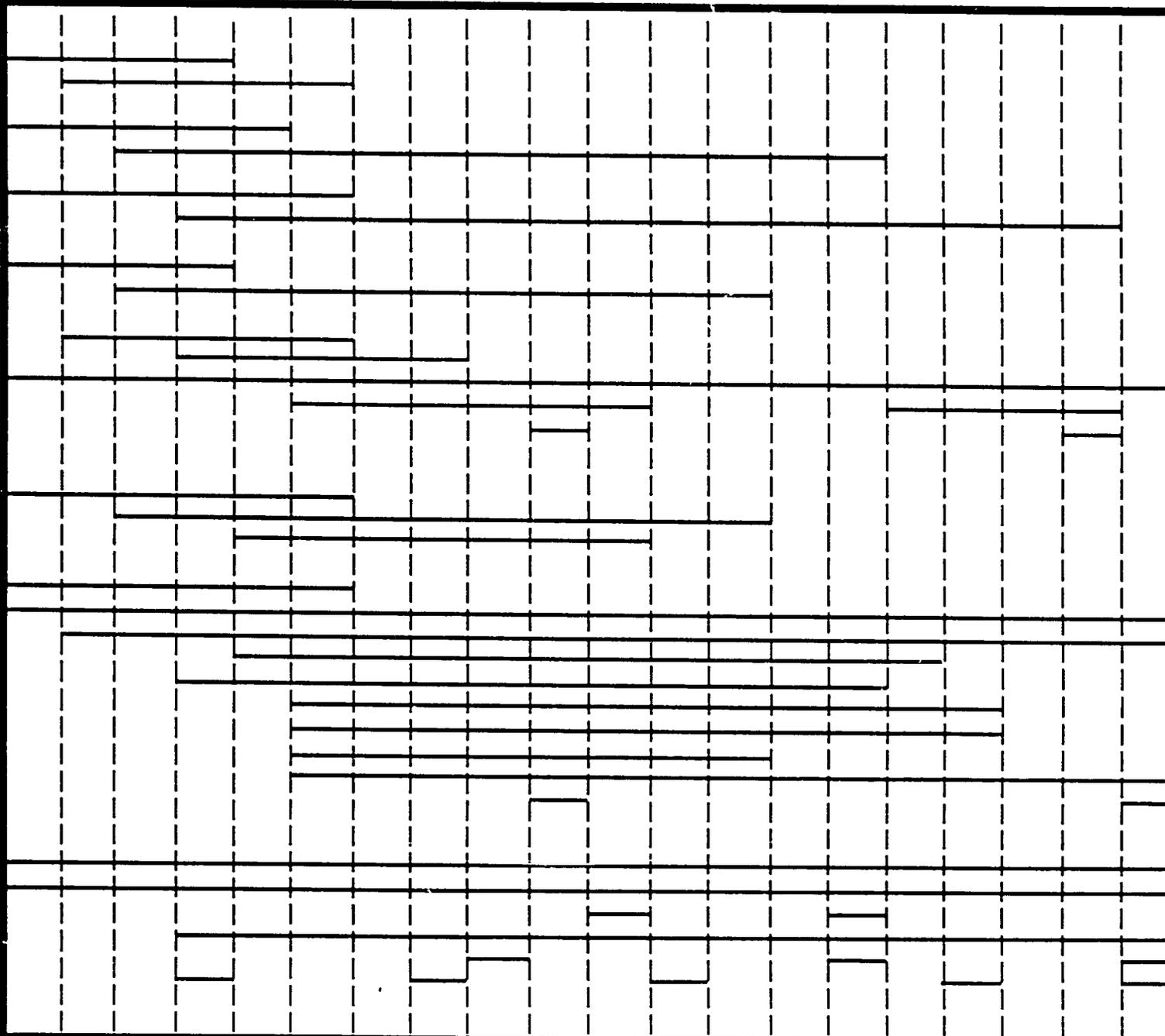
- Country Assessment F
- Decentralization Plans HQ/F
- Administrative Training
- Develop Materials HQ
- Sessions F
- Professional Upgrading
- Develop Materials HQ
- Sessions F
- Data Management System
- Complete Installation F
- Complete Training F
- Evaluation
- Develop Materials HQ
- Training F
- Program Monitoring F
- Network Formation HQ/F
- Program Evaluation HQ/F

INSTITUTIONAL BUILDING EXTERNAL

- Institutional Assessments F
- Strategies Development HQ/F
- Partnership Agreements F
- Institutional Training
- Develop Training modules HQ/F
- Promote CBE Assistance F
- Inst. Management Training F
- Info. Systems Training F
- Eval. Methodologies Training F
- Partnership Assessments F
- Formation of Local Advisory Boards F
- Formation of Network HQ/F
- Network Monitoring HQ/F
- Network Impact Evaluation F

RURAL ENTERPRISE STRATEGY

- Direct Assistance to CBEs F
- Paratechnician Training F
- New Country Start-ups HQ/F
- Policy Formation F
- Sustainability Assessments F
- Impact Evaluations F



VII. ATTACHMENT 7.3

COUNTRY DATA SHEETS

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-0158-A-00-1100-00
 Grant Dates : 7/1/91/-8/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: COSTA RICA

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 8/30/96

Status: Matching grant support commenced 7/91.
 TechnoServe activities now fully transferred to affiliate --ACAIDADE. Matching Grant funds continuing in support training of staff and Board.

Project Funding:						TOTAL				
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	67	25		105		24		18		239
PVO	25	113		105		24		18		285
OTHER										
INKIND										
LOCAL										
TOTAL	92	138		210		48		36		524

Location in Country: Country-Wide

PVO Representative in Country: Carlos Paez, Executive Director
 ACAIPADE

Local Counterpart/Host Country Agency:

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
Project/Grant No.: PDC-0158-A-00-1100-00
Grant Dates : 7/1/91/-8/30/96
Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: EL SALVADOR

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 8/30/96

Status: Matching grant provides minimal support for staff skills upgrading activities.

Project Funding:

Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	TOTAL
AID	0	0	0	21	19	40				
PVO	0	0	0	21	19	40				
OTHER										
INKIND										
LOCAL										
TOTAL	0	0	0	42	38	80				

Location in Country: Country-Wide

PVO Representative in Country: Carlos Abarca, Country Director

Local Counterpart/Host Country Agency:

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-0158-A-00-1100-00
 Grant Dates : 7/1/91/-8/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: GHANA

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 8/30/96

Status: Matching grant support commenced 7/91 in support of staff training, and program expansion in maize, oilpalm and fruit sectors.

Project Funding:						TOTAL				
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	168		3		47		89		79	386
PVO	283		306		47		89		79	804
OTHER										
INKIND										
LOCAL										
TOTAL	451		309		94		178		158	1190

Location in Country: Country-Wide

PVO Representative in Country: Peter Reiling

Local Counterpart/Host Country Agency:

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-0158-A-00-1100-00
 Grant Dates : 7/1/91/-8/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: **GUATEMALA**

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 8/30/96

Status: Matching grant support commenced 7/91. Country program down-size in September 1992, with ongoing advisory services being provided by TechnoServe staff in El Salvador and Nicaragua.

Project Funding:						TOTAL				
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	91		55		0		52		57	255
PVO	43		0		0		52		57	152
OTHER										
INKIND										
LOCAL										
TOTAL	134		55		0		104		114	407

Location in Country: Country-Wide

PVO Representative in Country: Sr. Atilio Bravo. See above.

Local Counterpart/Host Country Agency:

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-0158-A-00-1100-00
 Grant Dates : 7/1/91/-8/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: KENYA

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 8/30/96

Status: Matching grant support commenced March 1992 to support staff training, institutional strengthening, sector-focused agriculture (horticulture and milk), and women's enterprises.

Project Funding:						TOTAL				
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	25		34		43		69		37	208
PVO	124		364		43		69		37	637
OTHER										
INKIND										
LOCAL										
TOTAL	149		398		86		138		74	845

Location in Country: Country-Wide

PVO Representative in Country: Mr. Paul Warmka, Acting Director

Local Counterpart/Host Country Agency:

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-0158-A-00-1100-00
 Grant Dates : 7/1/91/-8/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: NICARAGUA

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 8/30/96

Status: Matching grant support commenced 7/91 to assist re-opening activities of TechnoServe assistance program, i.e. organization and staff training, and start-up of services to rural cooperatives.

Project Funding:						TOTAL				
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	70	99	41	52	57					319
PVO	37	121	41	52	57					308
OTHER										
INKIND										
LOCAL										
TOTAL	107	220	82	104	114					627

Location in Country: Country-Wide

PVO Representative in Country: Augusto Zelaya, Country Director

Local Counterpart/Host Country Agency:

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-0158-A-00-1100-00
 Grant Dates : 7/1/91/-8/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: **NIGERIA**

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 8/30/96

Status: Matching grant support commenced 7/91 to support establishment of country program, institution building, staff training, counterpart institution building, enterprise development.

Project Funding:						TOTAL				
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	58		52		87		77		59	333
PVO	167		207		87		77		59	597
OTHER										
INKIND										
LOCAL										
TOTAL	225		259		174		154		118	930

Location in Country: Country-Wide

PVO Representative in Country: Charles Akinola, Country Director

Local Counterpart/Host Country Agency:

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-0158-A-00-1100-00
 Grant Dates : 7/1/91/-8/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: **PANAMA**

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 8/30/96

Status: Matching grant support commenced 7/91 in support of internal institution building, staff training, counterpart institution building, and rural enterprise development.

Project Funding:						TOTAL				
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	36	108	48	37	23					252
PVO	285	263	48	37	23					656
OTHER										
INKIND										
LOCAL										
TOTAL	321	371	96	74	46					908

Location in Country: Country-Wide

PVO Representative in Country: Jose Agustin Espino

Local Counterpart/Host Country Agency:

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-J158-A-00-1100-00
 Grant Dates : 7/1/91/-8/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: PERU

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 8/30/96

Status: Matching grant support commenced 7/91 in support of internal institution building, staff training, rural enterprise program replication in coastal valleys of Peru.

Project Funding:						TOTAL				
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	175		63		103		52		52	445
PVO	401		305		103		52		52	913
OTHER										
INKIND										
LOCAL										
TOTAL	576		368		206		104		104	1358

Location in Country: Country-Wide

PVO Representative in Country: Alberto Perez, Country Director

Local Counterpart/Host Country Agency:

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-0158-A-00-1100-00
 Grant Dates : 7/1/91/-8/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: **RWANDA**

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 8/30/96

Status: Matching grant support commenced 7/91 and continues to support institutional strengthening, staff training, rural enterprise activities..

Project Funding:						TOTAL				
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	78	85		38		58		56		315
PVO	128	8		38		58		56		288
OTHER										
INKIND										
LOCAL										
TOTAL	206	93		76		116		112		603

Location in Country: Country-Wide

PVO Representative in Country: Themistocles Gasana, Country Director

Local Counterpart/Host Country Agency:

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-0158-A-00-1100-00
 Grant Dates : 7/1/91/-8/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: TANZANIA

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 8/30/96

Status: Matching grant support commenced 7/91 and continues in support of staff training, external institution building, and rural enterprise development (maize and milk) through farmers producers associations.

Project Funding:						TOTAL				
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	20		2		36		49		47	154
PVO	146		211		36		49		47	489
OTHER										
INKIND										
LOCAL										
TOTAL	166		213		72		98		94	643

Location in Country: Country-Wide

PVO Representative in Country: Geoffrey Burrell, Country Director

Local Counterpart/Host Country Agency: Presidential Trust
for Self-Reliance.

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-0158-A-00-1100-00
 Grant Dates : 7/1/92/-6/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: AFRICA/NEW COUNTRY

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 6/30/96

Status: Matching grant support commenced 7/91.

Project Funding:						TOTAL				
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	0		0		0		41		23	64
PVO	77		28		0		41		23	64
OTHER										
INKIND										
LOCAL										
TOTAL	77		28		0		82		46	128

Location in Country: N/A

PVO Representative: Ron Gillespie, Vice-President
Africa Division

Local Counterpart/Host Country Agency:

COUNTRY INFORMATION FOR
A.I.D. SUPPORTED PVO PROJECTS

Organization : TECHNOSERVE, INC.
 Project/Grant No.: PDC-0158-A-00-1100-00
 Grant Dates : 7/1/92/-6/30/96
 Funding Mechanism: Cooperative Agreement/Matching Grant

COUNTRY NAME OR HEADQUARTERS: LATIN AMERICA/NEW COUNTRY

Project Purpose:

To provide expanded technical assistance programs to increased numbers of small and medium-sized rural community-based enterprises and thus effectively assist larger numbers of the rural poor to participate in viable, environmentally-sound, market-oriented agricultural enterprises:

Project Implementation:

Beginning Date: 7/1/91 Estimated Completion Date: 6/30/96

Status: Matching grant support commenced 7/91.

Project Funding:

					TOTAL					
Year	1991	Year	1992	Year	1993	Year	1994	Year	1995	
AID	0		8		16		61		37	122
PVO	13		31		16		61		37	158
OTHER										
INKIND										
LOCAL										
TOTAL	13		39		32		122		74	280

Location in Country: Country-Wide

PVO Representative in Country:

Local Counterpart/Host Country Agency: