

# TechnoServe

**P.L 480 Title II  
Institutional Support Agreement**

**Annual Performance Report for FY 1999**

*Promoting Best Practices and  
Institutional Partnerships  
in Food Aid Programs*

**Cooperative Agreement FAO-A-00-98-00058-00**

<b>Award Start Date</b>	August 1, 1998
<b>Award End Date</b>	July 31, 2003
<b>Cooperating Sponsor</b>	TechnoServe, Inc
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<b>Date Submitted</b>	November 1, 1999

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## ACRONYM LIST

BHR	Bureau for Humanitarian Response
CRS	Catholic Relief Services
CS	Cooperating Sponsor
CY	Calendar Year
DIP	Detailed Implementation Plan
FACG	Food Aid Consultative Group
FAM	Food Aid Management
FFP	Office of Food for Peace
FY	Fiscal Year
ISA	Institutional Support Agreement
ISG	Institutional Support Grant
M&E	Monitoring and Evaluation
SO	Strategic Objective
TNS	TechnoServe
USAID	US Agency for International Development

## I INTRODUCTION

Fiscal year (FY) 1999 represented the first year of TechnoServe's Institutional Support Agreement (ISA), which spans fiscal years 1999-2003. Considering that this year was the start-up phase, TechnoServe (TNS) was quite successful in accomplishing the objectives set forth for Year One.

Considerable time and effort was expended in hiring the Food Aid Coordinator (also known as Grant Manager), who began in late November 1998. From that point, through the end of the fiscal year, the Grant Manager coordinated the implementation of the activities outlined for Year One in the ISA proposal. Several activities were deferred to later years--these are indicated in the following tables and have been approved by the Office of Food for Peace (FFP).

TechnoServe is currently implementing four Title II programs in Ghana, Peru, Uganda and Kenya. The ISA has allowed TechnoServe to closely track logistics of commodity procurement and shipping and quickly respond to possible problems by centralizing and integrating the monetization functions at the Washington DC office (with the Grant Manager, specifically). This alone has improved Title II programming at TechnoServe.

ISA-funded trainings in Bellmon analysis/monetization, environmental compliance, sub-sector analysis and cost-effectiveness analysis took place during the year in Africa and Latin America. The impact of these trainings was increased staff competency in managing the complex aspects of Title II programs.

Overall, TechnoServe is on-track for expenditures at the end of FY 1999. When accounting for the adjustments in the budget due to the postponement of two scheduled Year One activities (first findings paper and conference, and the advanced environmental indicators training), the pipeline of funds carried into Year Two are \$13,319 in direct costs.

Table 1 summarizes the main activity accomplishments in FY 1999.

TABLE 1 SUMMARY PROJECTED VS ACTUAL ACTIVITY IMPLEMENTATION FOR FY 1999

Activity	FY 1999 Implementation Projected (P) versus Actual (A)								Actual Event Month & Location/Notes
	Quarter 1		Quarter 2		Quarter 3		Quarter 4		
	Aug 98-Oct 98		Nov 98-Jan 99		Feb 99-Apr 99		May 99-July 99		
	P	A	P	A	P	A	P	A	
Backstopping	•	•	•	•	•	•	•	•	Continuous/Washington DC
Working Group Collaboration	•	•	•	•	•	•	•	•	Continuous/Washington DC
Backstopping Trip to LA							•		Planned for early Year 2
Backstopping Trip to Africa						•	•	•	March 1999/Ghana, May 1999/Kenya & Uganda
Publish Findings Papers					•				Postponed to Year 3
Conduct Findings Papers Conferences					•				Postponed to Year 3
Attend CARE Mentoring in Household Food Security	•					•			February 1999/Atlanta, GA
Conduct CARE Mentoring in Trusts/Endowments							•	•	May 1999/Norwalk, CT
Feasibility Study Completed						•	•	•	Mozambique Feasibility Study Benin Market Analysis, East Africa Regional Monetization Feasibility Study
Environmental Indicator Training			•						Postponed to Year 2
Bellmon Training in LA			•						No need in 1999
Environmental Compliance Training in LA			•						Postponed to second quarter, Year 2
Bellmon Training in Africa			•					•	May 1999/ Kenya
Environmental Compliance Training in Africa			•			•		•	March 1999/Mozambique May 1999/Kenya
Cost Effectiveness Training in LA							•		Planned for first quarter Year 2
Sub-Sector Analysis Training in LA							•	•	June 1999/Peru
Cost Effectiveness Training in Africa							•	•	June 1999/Ghana
Sub-Sector Training in Africa							•	•	June 1999/Ghana

2.

## II ISA ACTIVITIES ACCOMPLISHED IN FY 1999

### A Training

The majority of trainings in FY 1999 occurred in Africa, where TechnoServe is implementing three of its four current Title II programs. All four training modules (Bellmon analysis/monetization, environmental compliance, sub-sector analysis and cost-effectiveness analysis) were covered in Africa during the year, while only sub-sector analysis was covered in Latin America. This was mainly due to the fact that TechnoServe implements only one Title II program in Latin America (Peru) and the need for training in the other modules during the year was low.

Two trainings (in cost effectiveness analysis and environmental compliance) are scheduled for early FY 2000 in Peru. The environmental compliance workshop will be open to other Peru cooperating sponsors, while the cost effectiveness analysis training will be part of TechnoServe's continuing education in this methodology.

Over the year, 24 TechnoServe Business Advisors, Country Directors, and home office staff were trained in workshops conducted by TechnoServe and other agencies in the four training modules and monitoring and evaluation. The impact of these trainings is witnessed in the quality of the programming in annual workplans (Previously Approved Activities), Annual Results Reports, and internal monitoring and evaluation processes. It is expected that during Year Two, TechnoServe will continue to implement trainings in the four modules for other field-based Business Advisors in order that the majority of field staff have been trained in all relevant modules.

Further to the collaboration amongst Title II Cooperating Sponsors, TechnoServe conducted an informal training with CARE on the CEDI Trust in Ghana and how to use trusts within Title II programming.

Two TechnoServe staff members also spent two days in Atlanta at CARE headquarters learning about CARE's Household Livelihood Security methodology. The principles acquired at that meeting has helped other TechnoServe staff to further clarify how TechnoServe's approach is improving the lives of the rural poor.

### B Feasibility Studies

The final feasibility study for a Title II activity in Mozambique was submitted to the Mission in March 1999 and was formally reviewed during the DAP/PAA review process in May 1999. At that time, it became clear that there were no available funds for another Title II program in Mozambique for FY 2000. This feasibility study builds on a strategy TechnoServe identified in the USAID-funded TREND program, namely to develop the legume industry in Mozambique. At the time of feasibility study review, implementation of the business development component of the legume strategy was still in its infancy. For that reason, the Mission requested that TNS demonstrate impacts at the farmer-level before investing additional resources (i.e. Title II) in the

program The Mission has requested that TechnoServe revise the feasibility study and resubmit at a later time TechnoServe/Mozambique is evaluating whether to resubmit the feasibility study for FY 2001

The field work for another feasibility study was completed in FY 1999, the East Africa Regional Monetization Feasibility Study This document is still in the finalization stages and it is anticipated that it will be submitted by TechnoServe's Africa Division in November 1999 This study aimed to monetize wheat grain in Tanzania in order to provide funds for the promotion of high value legumes (e.g. pigeon pea) in Tanzania, Mozambique, Kenya and Uganda A market analysis was performed on the monetization of wheat grain in Tanzania and found conflicting information on the extent of unmet demand which might be closed with the monetization of Title II commodities in FY 2000 At the same time, a regional concept for the promotion of legumes was developed and refined Given the market dynamics of Tanzania and the region, TechnoServe/Tanzania will continue to monitor the region for a potential Title II program

Also in FY 1999, TechnoServe shared costs with Catholic Relief Services (CRS) on a market analysis and Bellmon analysis of Benin The analysis showed that there is a small "window" of monetizable commodities in the country TechnoServe elected not to further explore this marketplace and develop a Title II program during FY 1999, but will likely do so in one of the out-years of the ISA

#### C Working Group Collaboration, Backstopping and Trips

The Grant Manager (referred to as "Food Aid Coordinator" in the agreement) is the main liaison to the Food Aid Management (FAM) Working Groups As a member of the M&E Working Group and the Monetization Working Group, she has been collaborating with other FAM-member agencies on the formulation of the Agricultural Socio-Economic Baseline Methods Review (completed in FY 1999) and the PVO Monetization Field Manual (final draft to be completed shortly) As a member of the Environmental Working Group, TechnoServe is currently partnering with other members to further the environmental compliance agenda and solicit 202(e) funds from the Office of Food for Peace to fund other environmental compliance trainings (none of which is anticipated to be implemented by TechnoServe)

The Grant Manager also serves as the main contact point between TechnoServe field offices and the head office in the areas of commodity procurement and shipping, freight obligations, environmental compliance, mid-term review logistics and other monetization-related issues As expected, the concentration of these issues with the Grant Manager has led to increased understanding of Title II on the part of the TNS field staff, better coordination of TechnoServe with other agencies, and more efficient reactivity to the Office of Food for Peace It is anticipated that the Grant Manager will maintain this role throughout the life of the ISA

During FY 1999, the Grant Manager made two backstopping trips to TechnoServe's Title II programs in Ghana, Kenya and Uganda The trip to Ghana in March 1999 mainly served as a familiarization visit with the program which began in 1997 and is quite complex In addition to visiting project sites and meeting with TechnoServe clients, the Grant Manager met with Mission

personnel, reviewed the current Monitoring and Evaluation system, and reviewed progress on the Initial Environmental Examination mitigation and monitoring activities for TNS/Ghana

In May 1999, the Grant Manager visited TechnoServe's Kenya Title II program and met with the lead monetization agent there, Catholic Relief Services (CRS), the Mission Food for Peace Officer, and visited a project site in Eastern Kenya. While in Uganda on the same itinerary, meetings were held with the Mission to discuss the Uganda Title II program, which is still in its start-up phase.

No visits were made to the Peru program during the year, but a visit is planned in FY 2000 to evaluate program progress, assist in the preparation for the mid-term evaluation, and orient the new Country Director.

#### D Creation of Centralized Documentation System

In order to facilitate sharing among TechnoServe Title II programs and provide all TechnoServe staff access to Title II programming documents, TechnoServe began a centralized documentation system. The system is envisioned as an internet-based, database-type system which includes all FFP-required reports (i.e. DAP, PAA, ARR, IEE), TechnoServe-specific reports and facts, and other Title II-related documents (i.e. Monetization Field Manual, Title II regulations). By enabling access to these documents, it is anticipated that programs will share best practices and lessons learned in addition to having quick access to important regulations. (Besides the Grant Manager's time budgeted at 100 percent, no additional ISA funds will be used for this activity.)

See Tables 3 and 4 for actual versus projected outputs and impacts in the Impact Performance Tracking Table format.

TABLE 2 ANNUAL MONITORING INDICATORS FOR FY 1999

Indicator	Baseline	FY 99 Target	FY 99 Accomplished	% of Target Accomplished
1 1 1 Trainings in Bellmon Analysis	0	1	1	100%
1 1 1 Trainings in Cost-Effectiveness Analysis	0	1	1	100%
1 1 1 Trainings in Environmental Compliance	0	2	2	100%
1 2 1 Number of Feasibility Studies Completed	0	1	2	200%
2 1 1 Hire Food Aid Coordinator	N/A	Completed	Completed	100%
2 2 1 Trainings in Sub-Sector Analysis	0	2	2	100%
2 3 1 # Findings Papers Disseminated	0	0	0	n/a
2 3 1 # Findings Paper Conferences	0	0	0	n/a
2 3 2 # Training Materials Developed on Monetization (w/Monetization WG)	0	1	1	100%
2 3 2 # Training Materials Developed on M&E Systems (w/ M&E WG)	0	1	1	100%
2 3 2 # Training Materials Developed on LCB	0	0	0	n/a
2 4 1 Adv Env Training and Development of Environmental Indicators	0	0	0	n/a
2 4 2 # People Days Mentoring w/CARE	0	6	6	n/a

\*Indicators cited are from the ISA Monitoring and Evaluation Plan, which at the time of this report, has not been approved by the Office of Food for Peace

TABLE 3 IMPACT INDICATORS FOR FY 1999

Indicator	Baseline	FY 99 Target	FY 99 Accomplished	% of Target Accomplished
1 # DAPs awarded	n/a	0	0	n/a
1 1 Increased Field Capacity in Bellmon Analysis for 62 Business Advisors (post-test score)	see 1	75%	see 2	n/a
1 1 Increased Field Capacity in Cost-Effectiveness Analysis for 62 Business Advisors (post-test score)	see 1	75%	see 2	n/a
1 1 Increased Field Capacity in Environmental Compliance for 62 Business Advisors (post-test score)	see 1	75%	see 2	n/a
2 1 Creation of Centralized Documentation System Accessible by all TNS TII Programs (% completed)	0	50%	50%	100%
2 2 Increased Field Capacity in Sub-Sector Analysis for 62 Business Advisors (post-test score)	see 1	75%	see 2	n/a
2 4 Adoption and Monitoring of Env Indicators Developed during Adv Env Training by Country Programs	0	0	0	n/a

- 1 Baselines for the pre-test of these trainings will be determined just prior to training. Therefore, the baseline will be reported after the training has occurred each year, in the Annual Performance Report.
- 2 Due to the timing of the ISA M&E Plan, which was submitted on August 31, 1999, this Annual Performance Report and the implementation of the trainings in FY 99, there is no data on the scores of the pre- and post-tests. Data collection of the scores will commence with trainings in the four modules in FY 2000 (Year 2).

### III FY 1999 EXPENDITURES

TechnoServe expended 92 percent of the funds budgeted under the ISA for FY 1999. Two activities (first findings paper and conference and advanced environmental indicators training) originally budgeted in Year One have been moved to out years and so, a total of \$44,715 (indirect included) will remain unexpended until Years Two and Three. The summary of expenditures for FY 1999 is contained in Table 4.

TABLE 4 PROJECTED VS ACTUAL EXPENDITURES FOR FY 1999

Line Item	FY 99 Budget <sup>1</sup>	FY 99 Actual Expenditures	Notes
Salaries and Benefits	\$76,549	\$59,958	Grant Manager hired in November 1999
Office and Communications	\$10,335	\$13,188	
International Travel	\$25,991	\$18,175	No trips made to Latin America during the year for Grant Manager
In-Country Travel	\$9,572	\$5,658	For trainings in Africa, costs to bring field staff to training sites was lower than expected
Minor Equipment	\$15,780	\$7,896	Only 2 laptops and 1 data display were purchased in FY 99
Outside Services	\$32,991	\$52,378 <sup>2</sup>	Regional feasibility study (4 countries) required more travel and time than budgeted (1 country). Monetization training in Kenya required unbudgeted consultant time and travel.
Other Direct Expenses	\$0	\$647	Workshop fees were not budgeted
Sub-total Direct Costs	\$171,218	\$157,899	
NICRA			Based on current provisional rate of
<b>Grand Total</b>			

1 This budget does not include \$44,715, which was originally budgeted for findings paper #1, findings paper conference, and advanced environmental indicator training. These costs have been re-allocated into the budgets for Years Two and Three. The total agreement amount has not changed with the postponement of these activities.

2 The TNS accounting system places consultant airfare and travel expenditures under "international travel" and the ISA budget has these costs under the consultant line item. To better compare budget to actual, this figure includes actual expenses of \$10,473 of TNS-classified "international travel" expenses (that were incurred by consultants).

### IV MONITORING AND EVALUATION ACTIVITIES IN FY 2000

As indicated in the ISA Monitoring and Evaluation Plan, TechnoServe will track progress of ISA-funded activities through 13 annual monitoring indicators and 7 impact indicators. These indicators are intended to show day-to-day progress on activity outputs and longer-term impacts of these outputs. The Grant Manager is responsible for overall data collection and analysis with other TNS staff, namely Country Directors, taking responsibility for specific components.

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For FY 2000, baseline data will be collected for training pre-tests, and adoption of environmental indicators. For the pre-tests, these scores will be compared to post-tests in order to determine increased capacity in the four training modules. For the environmental indicators, adoption of the indicators for each Title II program will be measured at the end of every year.

For the remainder of the indicators, TechnoServe will keep records over the year to determine progress compared to projected outputs.

# TechnoServe

*A non-profit international development organization*

November 1, 1999

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Ref                    FY 1999 Annual Performance Report for ISA  
                          FAO-A-00-98-00058-00

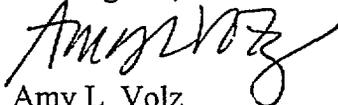
Dear Angelique

I am pleased to enclose TechnoServe's FY 1999 Annual Performance Report for our Institutional Support Agreement. TechnoServe was successful throughout the year in conducting trainings in various subjects, completing feasibility studies and participating in collaborative activities as was proposed in the ISA Implementation Plan for Year One.

I have enclosed one bound and one unbound copy for your reference. This document follows the format as requested in Steve Gilbert's e-mail to Cooperating Sponsors of August 4, 1999.

Please do not hesitate to contact me at 202-785-4515 should you have any further questions.

Best regards,



Amy L. Volz  
Grant Manager

Encl. One bound copy of FY 1999 Annual Performance Report, 1 unbound copy

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