

AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON, D. C. 20523  
BIBLIOGRAPHIC INPUT SHEET

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**BeR4 1**

1. SUBJECT  
CLASSI-  
FICATION

A. PRIMARY  
**Food production and nutrition**  
B. SECONDARY  
**Development--Bolivia**

AE30-0000-G512

2. TITLE AND SUBTITLE

**End-of-tour report presented to the National Community Development Service and USAID/  
Bolivia**

3. AUTHOR(S)

**Griscom, R.A.**

4. DOCUMENT DATE

**1978**

5. NUMBER OF PAGES

**9p.**

6. ARC NUMBER

ARC

7. REFERENCE ORGANIZATION NAME AND ADDRESS

**Nathan**

8. SUPPLEMENTARY NOTES (Sponsoring Organization, Publishers, Availability)

9. ABSTRACT

**E-1 - E-11**

10. CONTROL NUMBER

**PN-AAG-006**

11. PRICE OF DOCUMENT

12. DESCRIPTORS

**Bolivia  
Community development**

13. PROJECT NUMBER

14. CONTRACT NUMBER

**AID-511-97-T**

15. TYPE OF DOCUMENT

AID-511-97-T  
Nathan

END-OF-TOUR REPORT

PRESENTED TO THE

NATIONAL COMMUNITY DEVELOPMENT SERVICE

AND

USAID/BOLIVIA

BY

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CHIEF OF PARTY RRNA/DAI/ACDI

MAY 15, 1978

CONTRACT AID/GOB-511-97

## I. INTRODUCTION

This end-of-tour report will be based on the Chief of Party's revised Job Description, the Job Description which was included in the original Contract between Robert R. Nathan Associates, Inc. (RRNA) and the Servicio Nacional de Desarrollo de la Comunidad (SNDC) proved to be inadequate, in that it gave too much emphasis to aspects such as cooperative business administration and planning, and too little emphasis to the aspects of supervision of the rest of the Team, management of the RRNA/DAI/ACDI Office, and communications. The Job Description that evolved, and which is being formalized in the new two-year extension of the RRNA-SNDC contract, is as follows:

1. Direct, coordinate and supervise activities of the other members of the Advisory Team, in coordination with the Team's counterparts.
2. Prepare in final form those job descriptions, work plans, and reports required to carry out the activities of the Advisory Team efficiently.
3. Manage the Advisory Team's Central office (a Bolivian Administrative Team, whose salaries are paid for with funds from the project, will assist him in this activity).
4. Serve as communication link between the Advisory Team and the Service, USAID and RRNA/Washington.
5. Advise the Director and the Service's National Chief of Operations on internal coordination systems.
6. Coordinate closely with the Chief of the Campesino Organization Department relative to the programming of the Advisory Team's activities.

This report will generally follow the outline of the revised Job Description. In each section, activities, problems and recommendations will be dealt with.

## II. DIRECTION, COORDINATION AND SUPERVISION

(including Job Description, Work Plans and Reports)

This aspect of the Chief of Party's job is by far the most important and the most time-consuming. I have tried to carry it out in the following manner:

- A) Before a new Adviser's arrival, I discussed with his counterpart, and modified as appropriate, the Advisers' Job Description as contained in the RRNA-SNDC Contract. This process continued with the Adviser himself (as well as with the counterpart) during the Adviser's tenure on the job.

- B) On arrival of the new Adviser, he (or she) received an orientation in the Project from me, from his counterparts in the SNDC, from USAID, and from the reading material which was provided him.
- C) During the Adviser's stay he developed periodic Work Plans, in coordination with his counterpart and with me.
- D) During the Adviser's tenure I met with him frequently to discuss his work, including travelling to his Work Site, if this was outside of La Paz. These discussions included reviewing his Trip Reports, Quarterly Reports, etc.
- E) To ensure that the Adviser was working in coordination with the rest of the Group, I conducted frequent meetings of a) the Group as a whole; and b) the La Paz - based Advisers. These meetings included verbal reports, and discussions of, and recommendations concerning, the various problems confronting the Project.

### III. MANAGEMENT OF THE ADVISORY TEAM'S CENTRAL OFFICE

This is another time-consuming aspect of the Job, especially at the outset. It is one that could well be handled by a Bolivian Deputy Chief of Party; I recommend that such a position be approved, so that the Chief of Party can spend more time on the other parts of his job.

This portion of the job has entailed the following:

- A) Hiring and supervision of the Bolivian Staff, which currently is functioning well.
- B) Procuring and maintaining all the equipment, furniture and supplies needed for the office; the office is in good condition in this respect.
- C) Establishing and operating accounting and disbursement systems that are acceptable to DCCP and that assure the availability of counterparts funds for local costs. This system basically works well, although as this report is written the office is temporarily out of local funds (due to factors beyond our control).

Two other activities of an administrative nature occupied an inordinate amount of time during the first two years of the contract: processing funding amendments to the SNDC-RRNA Contract, and acquiring residential furniture for new Advisers. Neither of these should be very time-consuming in the future, since 1) additional funds can now be added to the Contract through an exchange of letters, and 2) most of the problems in the furniture-acquisition are now behind us.

IV. COMMUNICATIONS LINK

A) With RRNA/Washington:

This link was maintained thru the following mechanisms:

- 1) Copies of all Advisers' reports are sent to the Home Office in Washington.
- 2) I write a Chief of Party's report to Washington approximately every month.
- 3) The Home Office responds to requests for information and comments on reports submitted, as appropriate.
- 4) The Home Office transmits all personnel nominations, reimbursement vouchers and other administrative matters thru me to SNDC and USAID.

B) With SNDC:

The SNDC is kept informed of the work of the Advisory Group, and vice-versa, through frequent meetings between the SNDC Director, the National Chief of Operations, and/or the Chief of Campesino Organizations on the one hand, and myself on the other hand. In addition to covering substantive aspects of the work, these meetings frequently cover administrative matters, such as curriculum vitae and salaries of proposed new Advisers, the need for vehicle support of the Advisers' work, etc.

In addition, through Quarterly Reports, Trip Reports, Annual Reports, etc., the SNDC has the opportunity to learn in-depth of the activities and recommendations of the Advisers. Unfortunately, these reports apparently receive little attention. Rarely have I received any "feedback" from the SNDC on their contents. In the case of the Quarterly Reports, the excuse given was that they were too long; the individual receiving them had apparently not read the Reports, for if they had they would have seen that the Reports themselves were (on the average) 10 pages long and that the rest of the documents were annexes (reports of the individual Advisers).

These reports provide an excellent vehicle for analysing what the Group as a whole, and the individual Advisers, are doing. I Recommended that the National Chief of Operations and the Chief of Party discuss the Quarterly Reports with each Adviser and his counterpart each time such reports are prepared.

C) With USAID:

The mechanisms of communications with USAID are similar to those used with SNDC, with the USAID Project Manager serving as my principal contact-person.

V. ADVICE TO SNDC DIRECTOR AND NATIONAL CHIEF OF OPERATIONS ON COMMUNICATIONS

To the extent time was available after the activities described in the above three sections, I have attempted to serve as counterpart to the SNDC Director and Chief of Operations. Brief, daily meetings were held with the Chief of Operations on various administrative and program matters. Similar meetings were held with the Director, although less frequent. Because of the importance of this connection, and because the initiative will have to come from the Chief of Party, I recommend that my replacement be more aggressive than I was in stimulating contacts with the Director.

Frequent suggestions by the Group to include the Regional Chiefs in Consejo Técnico Meetings led to the establishment of the quarterly Consejo Técnico Ampliado Meetings, to which the four Regional Chiefs are invited. These meetings have been very helpful, although often too brief to do justice to the agenda.

The normal Consejo Técnico meetings are supposedly held each two weeks. This schedule should be adhered to, given the importance of these meetings to the internal functioning of the SNDC. The Director and Chief of Operations should not, however, rely upon the Consejo Técnico to make the SNDC's decisions - the Consejo should be a coordinating and advisory body, with the decisions being made by the two officials named above.

Another important series of meetings in the National Office are those held by the Chief of Operations with each Department. These meetings should be more frequent and should include systematic follow-up on matters discussed at prior meetings, as well as detailed discussions of activities projected for the coming period.

In the Regional Offices, the routine of monthly or bi-monthly Consejo Técnico meetings has been established, with frequent participation of the Zonal Chiefs. The Chief of Operations and I have attended many of these meetings. Participation by National Office representatives at that level is of utmost importance to National Office - Regional Office communications and must be continued.

The VII National Meeting of the SNDC, held in Sucre in January, was successful -- with much participation by both Regional and National Office personnel. However, as is usually the case with such meetings, follow-up is lacking on the detailed recommendations that came out of the discussions.

In addition, the meeting would have been even more productive -- especially from the point of view of improving on the SNDC's staff relations problems -- if it had been held in an informal "retreat-type" setting, where fuller and freer discussions would have been stimulated.

In the area of external communications, I, and the Group as a whole, have encouraged more intensive contact with groups like INALCO, IBTA, ISAP, (the Superior Institute of Public Administration) and CID the Consortium for International Development ). The response to this from the National Office has generally been negative; The SNDC apparently preferring to work alone. I recommend that contact with these organizations be renewed, and that the SNDC take advantage of the training opportunities that groups like ISAP and CID can offer.

#### VI. CONTRACT WITH THE DEPARTMENT OF CAMPESESINO ORGANIZATIONS

At the outset of the Contract period I attempted to comply with the aspect of the original Job Description which had the Chief of Party advising the Campesino Organizations Department on planning and management. In this capacity I performed the following:

- A) Review and modification of the CROFOC part.
- B) Assistance in drafting the CROFOC Credit Manual, which activity demonstrated clearly the need for, and led to, the revised cooperative development strategy of the SNDC.
- C) Reviewing the draft agreements with INALCO, Banco del Estado and IBTA, all of which were conditions precedent to AID disbursements under the CROFOC Loan, and urging strongly that INALCO and IBTA be made voting members of the National and Regional Credit Committees (which recommendation was finally accepted by the SNDC). The agreements with IBTA and INALCO turned out to be little more than "paper exercises" to satisfy USAID, since they are not taken seriously by any of the institutions involved.
- D) Participation in trips to the Regional Offices to orient personnel there on CROFOC.
- E) Participation in the National Credit Committee, and making recommendations regarding its improved functioning.
- F) Planning and participating in cooperative orientation trips by SNDC and FENACOBB officials to other Latin American countries.
- G) Reviewing and commenting on the three Feasibility Studies for future Integral Cooperatives carried out in 1977.

As part of my involvement in the CROFOC Program I have consistently stressed:

- A) Greater participation of rural women in CROFOC organizations;
- B) The need for some kind of marketing assistance component in the CROFOC Program; and
- C) The need for improved agricultural technical assistance to CROFOC farmers, and the corresponding need for SNDC technicians to have adequate equipment, and a fund for seeds, etc., for demonstrations. (For a more detailed discussions of Technical Assistance problems, see the Group's first Annual Report).

One of the results of Aquiles Lanza's visit to the project in June of 1977 was an agreement among all parties that the Chief of Party should not attempt to advise the Campesino Organizations Department on anything like a full-time basis; and that the Department needed several full-time of its own. Said Advisers have been hired, and since then I have been much less directly involved in the work of that Department.

### II. SNDC ADMINISTRATION

I have involved in several aspects of the SNDC Administration. I participated actively in the evaluation of the SNDC Administrative Manuals carried out while the RRNA Short-Term Specialist in Administration was here. Unfortunately, the SNDC has yet to act on the recommendations that came out of that effort; nor on these that came out of the Administrative Seminar of October, 1977, nor on these submitted by the Regional Chiefs in February of this year.

At the request of the SNDC, in late 1976 I visited the Cochabamba Office to analyze administrative problems there and submitted recommendations for improvements.

### III. CONCLUSION

The confusion over the past few months regarding what kind of person to look for as my replacement highlights the diverse nature of the role of the Chief of Party. I feel he (or she) must above all be someone with recognized leadership ability, able to direct, coordinate and supervise a large group of diverse technicians. He must have management experience. He must also be a good communicator and be sensitive to the communications needs and problems of large organizations. A cooperative background would be helpful but not indispensable.

In closing, I want to thank many people in SNDC, PRNA, DAI, ACDI, and USAID who have cooperated with me in my work over the past two years. The Technical Assistance component of the CROFOC Program is, I believe, functioning well, and all these who have been involved in it deserve credit.

RAG:CS