

ISN 98218  
FD-1131-7 #5

Final Report  
AID Cooperative  
Agreement

PDC-0331-G-SS-6049-  
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COOPERATIVE DEVELOPMENT  
INSTITUTIONAL SUPPORT GRANT  
FINAL REPORT

Covering January 1, 1986 - December 31, 1989

National Cooperative Business Association

February, 1990

This report is to be completed by recipients of institutional support grants for cooperative development from the Agency for International Development (AID) FVA/PVC/CD. Use this form as much as possible and supplemental sheets where required.

**A. Scope of Work**

State contractual "scope of work" from grant documentation and present brief analysis of accomplishments, setbacks and work remaining relative to the scope of work. Use an outline form, but be complete in presenting the status of your grant.

See pages 2a-2e.

- B. List the countries where you intend to work in the next grant period. Indicate whether each country is an "ongoing" or "new project". Also list countries where you will be attempting to establish a USAID grant, do short term work or consult. Do not list countries involving non-A.I.D. supported work.**

See page 2f.

### A. Scope of Work

The Scope of Work from the grant is Annex A. Material in Section A (Scope of Work) covers the 48 months of the grant (January 1, 1986 through December 31, 1989). Material in Section C and the following sections cover primarily activities from January 1, through June 30, 1989 since the new Cooperative Program Support Grant activities began July 1, 1989. A separate report for that grant will be prepared. The only activities reported here for the July-December, 1989 period for this grant are buy-ins to the SSG. The letters and numbers in each heading reference the grant document.

#### 1. Project management, implementation and backstopping (B2c, D, E1, E2d)

During the 48 months of the grant, management and backstopping support were provided to 25 long-term projects in 15 countries. As of December 31, 1989, 16 long-term projects were still operative.

All of NCBA's long-term projects were AID-financed except for four: the Peru Project which was financed by CARE, the Vegoil Monitoring Project, financed by the National Dairy Development Board of India, and two projects in Equatorial Guinea, financed by UNDP and Peace Corps. One of the long-term projects is a regional project, Latin America Cooperative Insurance Development.

New countries in which NCBA sees good prospects for establishing new long-term projects currently include Jamaica, Egypt, Rwanda and Sao Tome and Principe.

In addition, NCBA/Washington provided support to approximately 70 short-term projects.

#### 2. Field exploration and project identification (B2a, D, E2a)

Field exploration was conducted in the following countries: Burundi, Zambia, Cameroon, Ponape, Guinea, Dominican Republic, Jamaica, El Salvador, Guatemala, Honduras, Belize, Antigua, Barbados, Nepal, Nigeria, Mexico, Philippines, Lesotho, Mali, Grenada, Bangladesh, Costa Rica, Cape Verde, Senegal, Equatorial Guinea, Morocco, Ivory Coast, Brazil, Paraguay, Egypt, Bolivia, Panama, Guyana and Ecuador. Projects were identified in Dominican Republic, Nepal, El Salvador, Jamaica, Guinea, Mali, Cameroon, Nigeria, Zambia, Guatemala, Honduras, Egypt, Belize, the Eastern Caribbean (Antigua, Barbados and Grenada), Brazil, Bangladesh, Senegal, Equatorial Guinea and Morocco. The third list under Section B of this report indicates countries in which NCBA will continue to explore or undertake new exploration. (This information does not include exploration conducted by NCBA field personnel.)

#### 3. Project design/resource identification (B2b, D)

(Does not include projects designed by NCBA field personnel)

NCBA designed a total of 60 project proposals during January 1, 1986 - June 30, 1989. Twelve of these were joint bids or proposals with consulting firms or other organizations.

A total of 42 new grants, contracts and substantive amendments was signed during January 1, 1986 - June 30, 1989. Their value totals \$22,385,230. (This figure includes buy-ins to the SSG.)

4. NCBA involvement in (a) matching fund grants, (b) IQCs (c) Mission buy-ins and (d) collaboration with other cooperative development organizations in joint studies, evaluations and design of development projects (B2de)

(a) Matching fund grants: NCBA administers a three-year Latin America Regional Insurance Project totaling \$420,000.

(b) IQCs: NCBA had one three-year IQC with USAID/El Salvador which began in March 1985. Seven work orders were signed under this IQC; six for work in El Salvador and one for work in Guatemala. The IQC has been completed.

(c) Mission buy-ins: NCBA has had eleven mission buy-ins and one by AID/Washington under this SSG.

(d) Collaboration with other cooperative development organizations: NCBA continues to implement the training component of the West Bank project which is under the direction of ACDI. The project has been extended for another 3 years. Further, our collaboration continues with World Council of Credit Unions on the Honduras and Guatemala cooperative federation strengthening projects. In these programs NBCA works specifically with coffee cooperatives in Honduras and agricultural marketing groups in Guatemala. A small business enterprise development project with WOCCU was funded as a special initiative under FVA/FFP. During 1989, joint exploration/feasibility studies were implemented in Egypt with ACDI for a fruit and vegetables marketing project.

NCBA and Land O'Lakes collaborated on a project for dairy sector assessments on a worldwide basis. NCBA and WOCCU performed a joint assessment of conditions for cooperative development in Nepal during the second half of 1986. The assessment included examination of savings mobilization efforts (actual and potential). NCBA and ACDI submitted a joint proposal to the African Development Bank to do an assessment of the coffee subsector in six African countries. The two organizations were short-listed but had to drop out of competition due to lack of time to meet the short deadline to submit final proposals. In 1987 NCBA participated with other CDOs in an assessment of cooperative development potential in the Philippines.

5. Development of proposals to use PL 480/416 commodities (E2b)

(a) Replication in other countries of successful Indian "Anand Pattern" for dairy and oilseed developments: NCBA has been unsuccessful in interesting any missions in the possibility of replication of the dairy and oilseed projects to date. India, on her own, is replicating the pattern in fruits and vegetables with the area receiving highest priority.

(b) Commodity based cooperative development projects: 800 metric tons of non-fat dry milk was used in Guatemala to strengthen the cooperative dairies and increase laboratory expertise. Some of the NFDM was exchanged with SHARE, a PVO operating in Guatemala, for butter oil with which to reconstitute milk. The project terminated in October, 1989. Some milk was turned over to CARE for its feeding programs. Proceeds from the sale of monetized milk are being used by the dairy cooperatives for equipment purchases and other strengthening activities.

Our Indonesia programs are funded by the monetization of wheat. The on-going project is an alternative income generating project working with a district-level cooperative federation providing services to 35 member cooperatives. Currently they are involved in support of 25 different marketing activities, most notable of which is the export of mahogany Chippendale furniture replicas. The Foundation project is designed to form a foundation to handle a \$3 million revolving fund for export-oriented, non-agricultural joint ventures. The activities have high visibility and receive many USAID visitors.

160,000 tons of vegetable oil was shipped to India for the India Vegetable Oils Project.

(c) India Fruit and Vegetable Cooperative Project Based on "Anand Pattern":  
See 5a above.

We continue to look at the possibility of developing commodity based programs, however, we are very cognizant of the fact that commodity programs require special circumstances for successful implementation. Properly structured they can be solid development tools, and we will design one whenever we find a proper environment.

#### 6. Personnel recruitment (D)

25 long-term and 136 short-term personnel were recruited for overseas assignments during the period ending June 30, 1989. Seven persons were recruited for the SSG.

#### 7. Procurement assistance and coordination (D)

This function is now being handled under general and administrative charges to all grants and contracts.

#### 8. Training activities (E2c)

NCBA arranged U.S. study tours for 58 persons, short-term U.S. training for 71 persons, and briefings in Washington in the NCBA office for 246 persons.

#### 9. Evaluations (B2d)

During the grant period ending June 30, 1989, nine evaluations (6 mid-term, 1 management audit and 2 end-of-project evaluations) have been performed on NCBA assisted projects.

NCBA follows a schedule of regular evaluations for all field projects. NCBA has itself performed a number of process evaluations. However, impact evaluations have usually been performed by consultants - USAIDs or other non-NCBA staff as AID missions regard them as more objective.

#### 10. Goals (B1)

- a. Development of export market linkages. During the first 4 years of the operation of Cooperative Business International, an affiliate of NCBA, a trade volume of approximately \$100 million was developed between the U.S. and cooperatives in other countries (primarily India and Indonesia). Critical to the development of this trade has been the technical assistance work which NCBA has carried on with cooperatives in India for 35 years and cooperatives in Indonesia for 10 years. Cooperatives in the NCBA-assisted project in Indonesia are also exporting shrimp to Japanese cooperatives. The NCBA project in Niger is selling onions to the Ivory Coast and the NCBA project in Equatorial Guinea has exported foodstuffs to Gabon and Cameroon. The Guatemala project has exported strawberries and vegetables to the U.S. and Europe. The El Salvador marketing linkages project is exporting melons to the U.S. in the off season here. The Rwanda Cooperative Training and Research Center has created a special division to help cooperatives with their marketing operations.
- b. Domestic market reform. In Rwanda, where NCBA assisted in building and training staff for 38 of the approximately 90 grain storage facilities in the country, pricing policies established with NCBA assistance have helped to stabilize consumer prices and to increase prices to producers utilizing all storage centers. Establishment of the 38 centers in areas somewhat deficient in grain production has greatly facilitated the trading of grain from surplus to deficit areas within the country.

In Equatorial Guinea, transportation of 195 tons of foodstuffs per quarter to the two major cities from the countryside has resulted in the resurrection of urban markets which were dead prior to the initiation of the cooperatives project.

- c. Training/technology transfer. The grain storage center in Rwanda, cited above, involves a technology which NCBA received from Catholic Relief Services and modified to meet local conditions. The bugs have been removed from the system and it is totally operated by local personnel in the 38 centers.

In Equatorial Guinea, the NCBA-assisted project has trained 4 senior mechanics and 20 junior mechanics to repair various types of vehicles. The 4 senior mechanics now operate the 2 cooperative Service Centers' activities in vehicle repair on their own. The Centers are generating revenues from the repair services they provide, as well as from other services. In Indonesia, NCBA has utilized furniture design consultants from Europe, the Philippines and the U.S. to transfer skills to local artisans.

- d. Leveraging of third-party resources. The Cooperative Training and Research Center of Rwanda and its Technical Assistance Unit have attracted the following funding beyond what has been provided by the Rwandan and Swiss Governments and USAID (through NCBA): \$220,000 from the African Development Fund for a guarantee fund for loans to cooperatives; \$140,000 from the Food Industry Crusade Against Hunger (FICAH) to develop a marketing information system for cooperatives and provide training in technical problems relating to grain storage; \$7,000 from the International Federation of Agricultural Producers for training of farmer association leaders and other farmers; \$100,000 (second grant) from FICAH.

The Niger project has attracted a \$99,000 grant from USA for Africa to train 244 literacy instructors and 2440 cooperative members participating in decentralizing training. IFAD approved approximately \$100,000 to fund two additional project extension workers for work with nomad groups in the pastoral zone of the project.

The Equatorial Guinea project has attracted \$313,000 from Peace Corps to fund 11 PCVs on the project and \$2.1 million from UNDP for cooperative development in the Acurenam Region of Equatorial Guinea.

- e. Development of private business through cooperatives. In Guatemala, El Salvador, Indonesia, Equatorial Guinea, Niger, and Rwanda, NCBA-assisted projects involve substantial marketing of agricultural and other items. The marketing operations of the cooperatives in these projects are all handled on a private business basis. All of the NCBA projects foster the development of cooperatives as private businesses. In Rwanda, many of the functions which the government previously performed relating to cooperative development have been turned over to the Technical Assistance Unit of the Cooperative Research and Training Center.
- f. Crop diversification. In Indonesia, the Cooperative Agro-Business Development Project has assisted farmers to diversify from growing only the traditional rice into a variety of new income-generating activities. At least 25 new areas of income generation have been pursued by the project, including beef and milk production, shrimp production, credit for traditional industries such as cloves and brick-making, embroidering and export of garments, furniture-making, seed multiplication and marketing, etc. The furniture exports to the U.S. and Europe have averaged about \$1 million a year for the past four years.

In El Salvador and Guatemala NCBA has assisted cooperatives to diversify into growing and marketing non-traditional fruits and vegetables.

Countries where NCBA will work July 1 - December 31, 1989 (AID supported work only).

B. Ongoing Projects

1. Haiti
2. El Salvador (2 projects)
3. Guatemala (3 projects)
4. Honduras
5. India (2 projects)
6. Indonesia (2 projects)
7. Rwanda
8. Equatorial Guinea (2 projects)
9. Niger
10. West Bank
11. Latin America Region
12. Nepal
13. Mali

New Projects

1. Jamaica: Cocoa and Coffee Production (reformulating proposal due to developments as result of hurricane).
2. Egypt: Micro and Small Scale Enterprise
3. Rwanda: Agricultural Co-op marketing/WID/Assistance to Co-op Training Center
4. Sao Tome and Principe: Food Crop Production and Marketing Improvement

Attempts to Consult, Do Short-term Work or Establish a U.S. Grant

1. Cameroon: attempting to establish a grant
2. Ghana: attempting to establish a grant
3. Egypt: attempting to establish a grant
4. Guinea: attempting to establish a grant
5. Bolivia: attempting to establish a grant
6. Chad: attempting to establish a grant
7. Nepal: attempting to do short-term work
8. Egypt: attempting to do short-term work - credit guarantee mechanism
9. El Salvador: attempting to do short-term work

C. Staff Characteristics (January 1-June 30, 1989)

C.1. Please describe those staff members permanently employed by the organization whose salaries were supported by the institutional support grant during the annual period (professional and support staff). "Average hours per week" should be averaged over the entire year. If the functions performed are not self-evident from the position title, provide a brief functional description with the title. Each position should be identified by "Name" of the incumbent, "vacant" or "new position" as appropriate.

<u>Name</u>	<u>Position Title</u>	<u>Average hrs per/w Supported by Grant</u>	<u>Highest Annual Salary Level</u>
<b><u>Professional</u></b>			
J. Peter Bittner	Regional Director, Latin America and Caribbean	31	Salary information available on request to NCBA administration
James Alrutz	Regional Director, Africa	27	
Susie Jones	Director, Program Support and Evaluation	20	
Paul Prentice	Development Officer	40	
Laura Nell Smith	Africa Program Officer	24	

C.2.

<u>Name</u>	<u>Position Title</u>	<u>Average Hours Per Week Supported by Grant</u>	<u>Highest Annual Salary Level</u>
<u>Support Staff</u>			
Mary O'Connell	Administrative Assistant, Africa	40	Salary information available on request to NCBA administration
Teresa Friend	Administrative Assistant, Latin America and Caribbean	40	

**C.2a. Please describe any changes in the professional staff working on the institutional grant which have occurred in the reporting period, and how those changes affect the operation of the grant. Attach to this form brief descriptions of the professional backgrounds and job responsibilities of new professional staff members.**

Ms. Laura Nell Smith was hired as Africa Program Officer on a one year contract beginning February 1, 1989. A description of her background and job responsibilities is attached as Annex B.

**C.3. Please describe those persons employed through the grant on consultancies during the reporting period. Total number of consultant days. (Jan. 1-June 30, 1989)**

<u>Name</u>	<u>No. of Days Employed</u>	<u>Brief Job Description</u>	<u>Fee &amp; Basis of Calculation</u>
Robert Blayney	83.5	Project development, exploration & backstopping, overseas & in U.S.	\$274/day
James Hairston	30.5**	Conduct training program on agricultural credit, Zambia	\$250/day \$250/day
Michael McLeod	4.5	Assist w/development HAP project, Jamaica	\$220/day
Christopher Marks (intern)	one month	Test NCBA project monitoring system, Mali	\$650 stipend (one month)
Ronald Phillips	49.75	Project exploration & monitoring; development of monitoring & evaluation methodology for NCBA (overseas & in U.S.)	\$250/day
Ronald Phillips	27*	Conduct seminar on agricultural marketing, Zambia	\$250/day
John Porges	9*	Complete design of Credit Guarantee Project (CGC), Egypt	\$274/day
John Porges	3.5	Finalize CGC proposal	\$274/day (1.5 days) \$285/day (2 days)
George Truitt	49**	Analyze potential of hillside farmers to produce and market more produce through agro-enterprises, Nepal	\$260/day

\*Funded by a buy-in to the SSG.

\*\*Funded by a subcontract under a buy-in to the SSG.

D. Budget Summary

We are interested in the relationship between the institutional or "core" grant and the field activity supported by that core grant. In order that our analysis may be meaningful, report on core grant expenditures between 1/1/88 and 12/31/88.

D.1. Please describe your core grant budget and actual expenses during this reporting period using the following budget categories. Comment on unusual variances.

1. CENTRAL COSTS

<u>Category</u>	<u>Budget 6 mo.</u>	<u>Actual 6 mo.</u>	<u>Percent of Bud- get Remaining</u>
(a) Salaries	110,216	110,216	0
(b) Fringe Benefits	20,078	20,078	0
(c) Consultant Fees	40,876	40,876	0
(d) Travel	13,270	13,270	0
(e) Other Direct Costs	28,284	28,284	0
(f) Overhead (37%)	66,686	66,686	0
(g) Subcontr. & Equipment	3,243	3,243	N.C.
(h) General & Admin. (2.95%)	6,479	6,479	0
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TOTAL	289,132	289,132	0

2. MISSION FUNDING: 12 MOS. ENDED 12/31/89

	<u>Budget</u>	<u>Actual</u>	<u>Amt. Remaining</u>
1. Nepal	28,400	27,392	1,008
2. Guinea	1,032	0	1,032
3. Dominican Republic	11,283	0	11,283
4. Zambia	49,092	23,862	25,230
5. Costa Rica	0	0	0
6. Egypt	21,473	21,473	0
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Subtotal Mission Funding	111,280	72,727	38,553
3. INITIATIVES (12 MOS.)	11,483	11,483	0
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TOTAL MISSION FUNDING & INITIATIVES	122,763	84,210	38,553

D.2. Travel (Jan.1-June 30, 1989)Summary

How many days of travel by staff members, consultants and others were supported by the core grant during the reporting period.

Staff members	<u>78</u>
Consultants	<u>111</u>
(Funded by SSG buy-ins) Others	<u>131</u>
<b>Total Travel days</b>	<u>320</u>

Calculate from the previous "professional" staff listing, (page 3 item C.1.) the total professional staff days plus the total consultant days, (page 6, item C.3.). Divide this total into the total travel days above. The result is a percent. Please enter that percent calculation here.

42 % travel days\*

\*Calculation includes days funded by buy-ins to the SSG.

D.2a. Please provide a travel itinerary for any persons traveling at core grant expense during this reporting period. The information must include number of days, countries visited, dates and persons traveling and cost.

Travelers should be listed even if only a fraction of their travel costs are charged to the core grant. The fractional amount of charges should then be indicated. Travel charged exclusively to OPGs or other AID contracts should not be listed.

<u>Traveler</u>	<u>Countries Visited</u>	<u>Dates</u>	<u># of days</u>	<u>Airfare + per diem</u>
James Alrutz	Ivory Coast, Senegal	3/1-3/2		
		3/6-3/8	5	1221
Peter Bittner	Jamaica	3/28-4/4	8	1424
Robert Blayney	U.S. travel	1/3-1/5		
		1/9-1/12	7	677
Robert Blayney	Egypt	1/17-2/10	35	4308
Robert Blayney	U.S. travel	2/22-2/24		
		2/27-3/2	7	616
Robert Blayney	Jamaica	3/28-4/4	8	1424
Peter Gore	U.S. travel	3/9-3/11	3	144
James Hairston	Zambia**	2/17-3/22	34	7349
Thomas Johnston	U.S. travel	2/23-25	3	244
Thomas Johnston	U.S. travel	3/8-3/12	5	61
Christopher Marks	Mali	6/1-7/1	31	1864
Ronald Phillips	Togo and Ghana	2/28-3/11	12	2312
Ronald Phillips	Zambia*	2/4-2/28	24	5426
John Porges	Egypt*	1/12-2/2	22	4264
Paul Prentice	Egypt	1/20-2/17	29	5279
Paul Prentice	Guatemala	3/15-3/18	4	375
Laura Smith	Rwanda	4/13-5/14	32	7085
George Truitt	Nepal**	5/15-6/11	28	4767
George Truitt	Nepal**	8/14-9/5	23	4539

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\*Funded by a buy-in to the SSG

\*\*Consultant travelled under a subcontract under a SSG buy-in

**E. Program Development**

**E.1. How many grant or contract proposals for international development projects have been submitted by your organization during the reporting period within each of the following categories? (Do not include the institutional grant but do include substantive amendments to existing projects.) Please list your proposals below. (January 1, -June 30, 1989)**

(a)	AID-supported cooperative projects	<u>6</u>
(b)	Other AID-sponsored projects (not cooperative)	<u>4</u>
(c)	Cooperative projects supported by other organizations	<u>          </u>
(d)	Other projects supported by other organizations (not cooperative)	<u>          </u>

See page 9a.

**E.2. How many new grants, contracts, or substantive amendments were signed during the reporting period. (January 1-June 30, 1989)**

See page 9a.

	# <u>4</u>
<b>Total</b>	<b>\$<u>1,777,746</u></b>

## E.1 (January 1 - June 30, 1989)

## (a) AID-supported cooperative projects

- 1) El Salvador - concepts paper to assist in creation of employee stock ownership programs.
- 2) El Salvador - proposal to assist agrarian reform cooperatives.
- 3) Niger - proposal to provide technical assistance to agricultural cooperatives under the Rural Organization Development program for five years.
- 4) Sao Tome and Principe - proposal to provide technical and training services to the Food Crop Production and Marketing Improvement Project.
- 5) Francophone Africa - proposal to design and implement a workshop on private sector cooperative business enterprises in Africa.
- 6) Chad - concepts paper on designing a project in rural cooperative development.

## (b) Other AID-sponsored projects (not cooperatives)

- 1) Egypt - proposal to provide technical assistance to the USAID Small and Microenterprise Support project.
- 2) Global - proposal to assist small businesses under GEMINI project; joint bid with CARE and others.
- 3) Egypt - proposal to provide technical assistance in creation and operation of credit guarantee corporation.
- 4) Joint proposal with WOCCU to identify projects for assisting small businesses through credit union loans.

## E.2

1. Egypt Small and Microenterprise Development Project (Contract)	\$999,346
2. Egypt, Development of Credit Guarantee Corporation (Buy-in)	450,000
3. Indonesia Rattan Furniture Development (Buy-in)	300,000
4. Nepal Agribusiness Training (Buy-in)	28,400
	<hr style="width: 100px; margin-left: auto; margin-right: 0;"/>
TOTAL	\$1,777,746

**F.I. Global Program**

Please describe all grants, contracts, projects of any type, supported by the core grant including IQCs. Do not list non-reimbursed activity such as USAID consultation charged to the core grant. Under "Term of grant/contract(1)" give total dollars. Under "Source of Support(2)" give expenditures for the reporting period only.

Country/Region	Term of Grant/Contract Type/ Total\$ (1)	Brief Description	Source of Support 1/1/89--6/30/89 \$ (2)				
			Home Office Charges	AID\$	Host Country	Other	PL-480/416\$
1. Equatorial Guinea	9/86-5/90 Co-op Agr. \$3,575,000	Transportation cooperatives; cooperative training	4,004	417,383			
2. Guatemala	9/85-3/90 Co-op Agmt. \$2,333,343	Management, Credit & Marketing Assistance to Guatemalan Co-ops	11,626	246,915			
3. Guatemala	9/29/86-9/30/89 \$1,200,000	Increase commercial dairy production with assistance of Land O'Lakes (as subcontractor)		390,895			
4. Guatemala/WOCCU	5/87-5/90 \$306,693 Contract w/WOCCU	Provide Staff Development Spec. to WOCCU Team				37,553	
5. Haiti Coffee	8/85-12/89 Grant \$920,000	Strengthen Assoc. of Haitian Coffee Cooperatives		163,564			
6. Honduras/WOCCU	3/87-3/90 \$551,990 Contract w/WOCCU	Provide Training Advisor to WOCCU Team				59,860	
7. India	4/1/83-9/30/89 OPG \$1,030,000	Local Support Staff/Program Development		58,656			

NOTE: - Total of all charges made to projects for home office support, i.e., travel and expense for supervision, evaluation, USAID consultation etc., provided by Washington or regionally based staff.

**F.1. Global Program**

Please describe all grants, contracts, projects of any type, supported by the core grant including IQCs. Do not list non-reimbursed activity such as USAID consultation charged to the core grant. Under "Term of grant/contract(1)" give total dollars. Under "Source of Support(2)" give expenditures for the reporting period only.

Country/Region	Term of Grant/Contract Type/ Total\$ (1)	Brief Description	Source of Support 1/1/89--6/30/89 \$ (2)				
			Home Office * Charges	AID\$	Host Country	Other	PL-480/416\$
8. India	1/1/84-12/31/89 Grant by NCBF up to \$60,000 per year	Grant to NCBA's India Office				30,754	
9. India	9/29/86-9/30/89 \$1,200,000	Participant Training to Persons Selected by the Nat'l. Co-op Development Corp. in oilseeds processing technology		19,462			
10. Indonesia PL 480	1/1/86-12/31/90 \$2,100,000	Assist cooperative development replication of Klaten project					342,804
11. Latin America/Caribbean Region	9/85-4/90 Grant \$430,000	Insurance Development and Planning (with League Insurance Companies)		49,946			
12. Mali	8/88-9/93 Co-op Agr. \$3,492,908	Implementation of cooperative strengthening project	1,056	256,369			
13. Niger	1/85-8/89 \$3,465,259	Agricultural Production Support Project		233,882			
14. Rwanda Phase II	8/85-6/89 OPG \$1.5 mil.	Co-op Training and Research Center advise on establishment of and operations	3,016	52,552			

NOTE: - Total of all charges made to projects for home office support, i.e., travel and expense for supervision, evaluation, USAID consultation etc., provided by Washington or regionally based staff.

**F.I. Global Program**

Please describe all grants, contracts, projects of any type, supported by the core grant including IQCs. Do not list non-reimbursed activity such as USAID consultation charged to the core grant. Under "Term of grant/contract(1)" give total dollars. Under "Source of Support(2)" give expenditures for the reporting period only.

Country/Region	Term of Grant/Contract Type/ Total\$ (1)	Brief Description	Source of Support 1/1/89--6/30/89 \$ (2)				
			Home Office Charges	AID\$	Host Country	Other	PL-480/416\$
15. SSG Mission Access/ Nepal	6/89-12/89 \$28,400	Small enterprise study		28,400			
16. SSG Mission Access/ Egypt	3/88-12/89 \$153,867	Analysis of small, urban enterprises and provision of credit		41,048			
17. SSG Mission Access/ Zambia	8/87-12/89 \$163,625	Assistance to Zambian Cooperatives		42,980			
18. West Bank/ACDI	6/86-2/89 Contract w/ ACDI \$373,965	Provide cooperative training advisor to ACIDI team				57,011	
19. Equatorial Guinea	7/88-7-89 Contract \$313,435	Manage Peace Corps Program				64,158	
20. Nepal	12/87-11/92 Grant \$814,910	Rural groups' income generation		58,360			
21. Niger	7/88-9/89 Co-op Agr. \$96,983	Design rural organizations development project		47,233			
22. El Salvador	8/88-1/91 Co-op Agr. \$1,900,00	Co-op strengthening		230,768			

NOTE: - Total of all charges made to projects for home office support, i.e., travel and expense for supervision, evaluation, USAID consultation etc., provided by Washington or regionally based staff.

**F.1. Global Program**

Please describe all grants, contracts, projects of any type, supported by the core grant including IQCs. Do not list non-reimbursed activity such as USAID consultation charged to the core grant. Under "Term of grant/contract(1)" give total dollars. Under "Source of Support(2)" give expenditures for the reporting period only.

Country/Region	Term of Grant/Contract Type/Total\$ (1)	Brief Description	Source of Support 1/1/89--6/30/89 \$ (2)				
			Home Office * Charges	AID\$	Host Country	Other	PL-480/416\$
23. El Salvador	4/89-11/89 Contract \$141,203	Land use patterns				55,187	
24. Development Education	8/88-8/91 Co-op Agr. \$395,286	Education of U.S. public regarding development programs				112,910	
25. Equatorial Guinea	1/89-12/91 UNDP Contract \$1,177,000	Co-op development in the Acureman region of Equatorial Guinea				66,803	
26. Egypt	4/89-10/91 AID Contract \$999,346	Establish two Egyptian foundations for the funding of small enterprises		13,740			
27. Indonesia - CHF	5/89-8/89 Contract \$10,539	Contract with CHF for study of small enterprise financing in Indonesia				10,166	

NOTE: - Total of all charges made to projects for home office support, i.e., travel and expense for supervision, evaluation, USAID consultation etc., provided by Washington or regionally based staff.

10 c

Please describe each of the projects identified in Item F.1. in terms of objectives, intervention strategies, and content areas. (Check all that are appropriate).

Project	OBJECTIVE				INTERVENT. STRAT.				CONTENT AREA								
	Establish New Coop. Instit.	Strengthening Existing Cooperative Instit.	Define Govt Coop Policy	Other: Non-Coop. Related	Training	Technical Assistance	Capital Assistance	Financial Assistance	Housing	Electrification	Agricultural Marketing	Agricultural Supply	Agricultural Production	Consumer Credit	Small Enterprise/Small Business Credit	Handicrafts	Other Consumer Cooperatives
1.		X	X		X	X			X	X	X						
2.		X			X	X			X	X	X						
3.		X	X		X	X			X	X	X						
4.		X			X	X			X	X	X						
5.		X			X	X			X	X	X	X					
6.		X	X		X	X		X	X	X	X						
7.	X	X	X		X	X			X	X	X	X	X		X	X	
8.	X	X		X	X	X			X	X	X	X		X	X		
9.		X			X	X			X		X						
10.		X			X	X	X	X	X	X	X		X	X	X		
11.		X	X	X	X	X			X	X	X		X	X	X		Insurance Development
12.		X	X		X	X			X	X	X						
13.		X	X		X	X			X	X	X						
14.	X		X		X	X		X									
15.				X	X	X			X		X						
16.		X			X	X		X					X				
17.		X	X		X	X			X			X					
18.		X			X	X			X	X	X						
19.		X	X		X	X			X	X	X						
20.				X	X	X					X	X		X			
21.		X	X		X	X			X	X	X	X					
22.		X			X	X			X		X						Evaluation of agrarian reform cooperatives(23)
23.										X							Development education(US)
24.																	
25.		X			X	X			X	X	X						
26.				X	X	X							X				
27.			X										X				

### G. Cooperative-to-Cooperative Activities

In the reporting period, for how many cooperators from overseas has your organization arranged visits in your own offices? study tours in the U.S.? or short or long-term U.S. training? Please list details below.

U.S. study tours were arranged for 6 persons; short-term U.S. training was arranged for 4 persons. Briefing at the NCBA Washington Office was provided to 27 persons. Following are the details:

#### U.S. Study Tours

A six person delegation for the All China Federation of Supply and Marketing Cooperatives visited dairy, consumer, health, credit and natural foods cooperatives in Seattle and Arcata, Eureka and Fortuna, California in May-June.

#### U.S. Short-term Training

1. NCBA assisted Clemson University in arranging a 2 week training program in cotton technology for 3 senior personnel of the National Cooperative Development Corporation, India, in Jan.-Feb. Besides classroom and laboratory training the group visited yarn and cloth factories and equipment manufacturers.
2. A 7 week tutorial in agricultural economics was designed and arranged with the University of Maryland, College Park for Mr. Francois Munyantuali, staff member of the Cooperative Training and Research Center, Kigali, Rwanda.

NCBA Briefing at the Washington Office was provided to the following:

1. Ten credit union managers from Guatemala. They came under the auspices of the Guatemala Cooperative Federation Strengthening Project which NCBA, WOCCU and ACDI assist.
2. Eight cooperative leaders from Honduras who came under the auspices of the Small Farmers Organizations Strengthening Project assisted by NCBA, WOCCU, COLAC and ACDI.
3. Leonardo Chiu Ramon Aboitz Foundation and Piong Alban, Arnanot Foundation, Philippines.
4. Joao Pereira-Silva, Minister of Rural Development and Joe-Luis Fernandez Lopez, Ambassador from Cape Verde.

5. 3 private businessmen from South Africa. They visited under the auspices of the U.S. Information Service.
6. Mr. Ng'Andu Peter Magande, Managing Director, Lima Bank Limited, Lusaka, Zambia.
7. Genesis Kenkou K. Mesel, Coordinator of Farmer Cooperatives, Northwest Province, Cameroon. He is a Humphrey Fellow.

**G.2. Approximately what is the dollar equivalent value of the human and financial assistance which has been received for your organization's international activities from U.S. cooperatives and their members during the reporting period.**  
(January 1-June 30, 1989)

**(a) Financial contributions** \$ 30,000 (a)

**(b) Value of in-kind contributions\*** \$242,000  
(Please indicate the nature of in-kind)

Re. G.2.b., \$225,000 is the estimated value of salaries, travel, communications contributed by U.S. cooperative insurance companies to the L.A. Cooperative Insurance Project. \$17,000 is the estimated value of time contributed by the International Committee of the NCBA Board for review of projects and the value of time and air fare of four U.S. cooperative leaders for a study tour to Czechoslovakia, which was contributed by their organizations or by them personally.

**G.3. How many U.S. cooperators and other technical personnel have been recruited by your organization for short-term and long-term overseas assignments during the reporting period? Please provide detail.** (January 1-June 30, 1989)

See page 13a.

20 persons

**\*In-kind includes space, professional services, equipment, materials, and other non-monetary contributions.**

(a) \$30,000 was contributed by National Cooperative Business Foundation (NCBF) for the NCBA India program.

LONG-TERM

1. Matthew Mullen - Regional Manager, Equatorial Guinea
2. Mark Clark - Marketing Advisor, Indonesia
3. Roberto Espana - Technical Team Leader, Guatemala Dairy Project
4. Peter Parr - Project Director, Egypt

SHORT-TERM

1. Jim Bell - Project Design, Niger, 5 1/2 weeks
2. Ronald Phillips - Marketing Training, Zambia, 4 weeks; Project Exploration, Togo, Ghana, 2 weeks; Evaluation System Development, 15 weeks
3. Jim Hairston - Agricultural Credit Trainer, Zambia, 5 weeks
4. George Truitt - Agribusiness Specialist, Nepal, 4 weeks
5. Paul Derstine - Business Operations Consultant, Haiti, 2 assignments totalling 3 1/2 weeks
6. Scott Loveridge - Computers Consultant, Rwanda, 4 weeks
7. Jorge Echeverria - Coffee Marketing Consultant, Honduras, 5 weeks
8. Alvaro Jimenez - Coffee Marketing Consultant, Haiti, 3 weeks
9. Jack Kakis - Garlic Consultant, Guatemala, 2 weeks
10. John Porges - Credit Guarantee Consultant, Egypt, 5 weeks; Advisor on Operations of Business Foundation, Indonesia, 3 weeks
11. Robert Blayney - Project Manager, Egypt; Project Exploration and Development of Evaluation System, 115 work days
12. Christopher Marks - Development of Monitoring and Evaluation System, Mali, 6 weeks
13. Randall Bluffstone - Private Enterprise Consultant, Nepal, 5 1/2 months
14. Thomas Johnston - Consultant on Agrarian Reform Cooperatives, El Salvador, 4 weeks
15. Peter Gore - Consultant on Agrarian Reform Cooperatives, El Salvador, 1 week
16. Sam McReynolds - Consultant on Agrarian Reform Cooperatives, El Salvador, 3 weeks

**H. Monitoring and Evaluation Activities**

(Jan. 1 - June 30, 1989)

Please indicate the number of each of the following types of studies which were conducted by your organization during the reporting period using institutional support grant or other grant or project funds. Include only those studies which were administered by your organization and funded through your organization.

	<u>Number Funded Through the Institutional Grant</u>	<u>Number Funded Through Other Grants or Projects</u>
(a) Pre-project feasibility studies	_____	_____
(b) Baseline studies	_____	_____
(c) Mid-project evaluations	_____	_____ 1
(d) End-of-project evaluations	_____	_____ 1
(e) Post-project evaluations	_____	_____

Please list, with citations, any process or impact evaluations of your projects which have been completed during this reporting period (by your organization or any other).

1. Evaluation of Phase II of OPG No. 696-0122, Cooperative Training Program by Management Systems International; submitted to Henderson Patrick, USAID, Kigali, Rwanda; May 19, 1989.
2. Equatorial Guinea Cooperative Development Project, Phase II: Evaluation Report; by Samuel Armstrong, Mark Matze and Patricia Prunier for Development Alternatives, Inc.; March, 1989.

NCBA follows a regular schedule of mid-project and end-of-project evaluations.

I. A.I.D. Relations

Please describe any problems/issues concerning your organization's relationship with AID which require discussion/resolution.

None.

## J. Other Activities

Please indicate any other highlights or especially noteworthy events relating to the institutional grant which occurred in the six-month period (e.g. new activities, special presentations).

1. Contribution for Philippines - The Joyce Mertz Gilmore Foundation contributed \$15,000 for a grant to the Free Farmers Federation for training and education programs.
2. Trade and Development Mission to Indonesia and Singapore. Robert Scherer, President and CEO of NCBA, and Peggy Sheehan, NCBA Vice President for Government Relations and Food Policy, participated in the 7 person mission which was mandated by Congress. The 10 day visit to the two countries included AID, USDA and the Department of State representatives in the delegation.
3. Equatorial Guinea - The two Cooperative Service Centers, one on the mainland and the other on the larger island, Bioko, have established 11 truck routes and cooperative trucks are carrying an average of 65 tons per month of fresh fruits, vegetables and other foodstuffs to the two major cities. These cities now receive at least 60% of their food through the project transport service. Agricultural production inputs also are delivered annually to farmers on these trucks. Easily half of the users of the transport services are women. The Cooperative Service Centers (CSC's) transport services are covering 66% of their costs .

Producer groups who use the trucks to market their foodstuffs are also benefitting from increased incomes. Food export marketing by the Malabo CSC to Cameroon began at the end of 1987 and exports to Gabon are underway. One CSC will build a new internal market in Bata. U.S.-style private enterprise development has received popular support as well as governmental support.

The project is organizing savings and loans clubs which will become credit unions. Thirteen economatos (small rural consumer stores) have been established. As of June 30, 1989, they have made \$125,000 in profits.

4. Niger - Five years into the project, 250 cooperatives are participating. The project has emphasized village-based training programs keyed to development of income-generating activities through the cooperatives. Strong emphasis has been placed on the training of cooperative members and boards of directors. Training in management and operations has been provided for the following activities which are underway:
  - sales of agricultural inputs and supplies
  - marketing of millet, onions and cowpeas (including onion exports to coastal West Africa)
  - marketing of seeds and management of seed multiplication
  - sale of firewood and reforestation program
  - animal feed lots, livestock sales and herds reconstitution
  - cooperative consumer stores
  - saving windows.

Over 380 separate economic enterprises have been initiated by the cooperative members. The enterprises have generated profits of \$600,000, and \$300,000 in savings has been accumulated by the coops. The project has also provided market analyses and sent cooperative leaders to the Ivory Coast to arrange direct marketing of commodities. A bank guarantee program has been established with the lending commercial bank, and cooperative personnel trained in preparing loan applications. Loans totalling \$1.2 million have been made to project cooperatives with 100% repayment.

5. Rwanda - In addition to its full-time training activities, the Cooperative Training and Research Center has a full-time functioning technical assistance unit which carries on functions previously handled by the Rwandan government. 154 cooperatives were served by the Center in 1988.

The technical assistance unit supervises the Center's regional offices and provides technical assistance in credit, accounting, management, cooperative analyses and evaluations. The unit is moving toward self-sufficiency and continues to foster the development of cooperative unions which are providing trade and services in marketing, assistance with credit applications, a guarantee fund and a marketing information system.

The Center has trained cooperative management personnel from six other African countries besides Rwanda.

6. India Oilseeds Growers Cooperative Project - At the end of CY 1989, the total project had organized approximately 3,500 village-level oilseeds growers' cooperatives with 500,000 grower-members.
7. El Salvador - NCBA submitted a proposal for restructuring of agrarian reform and traditional cooperatives into viable agribusinesses. We regard this as an important aspect of building democracy in El Salvador.

PROGRAM DESCRIPTION**A. PURPOSE**

The purpose of this grant is to support the NCBA International Department in initiating projects in developing countries that strengthen private cooperative business institutions which serve low income rural and urban people of those countries.

**B. GOALS**

1. The primary goals of the International Division programs are to increase the income level and improve the living standards of low income people in developing countries. This will be achieved through establishment and expansion of the role of private cooperative businesses in those countries by; emphasizing operations on a business-like, cost recovery and self-capitalizing basis; providing access to appropriate U.S. training and technology; and promoting policy change through transformation of parastatals, public enterprises, or activities into private, cooperative businesses. In carrying out its development mission, the NCBA emphasizes these points: cooperatives are private business; the agricultural sector - with focus on domestic market reform, crop diversification, and export market linkages; leveraging of third party resources; use of PL 480; training/technology transfer; and, responsive administration.

2. Major core service functions of the International Department will include:

- a. field exploration and project initiative;
- b. project design, funding resource identification;
- c. project implementation and follow-up, particularly for those projects which have no backstopping provisions in their funding documents;
- d. project evaluation, identification, design and administration of projects involving matching grant funds, and IQC agreements; and,

e. collaboration with other cooperative development organizations in joint studies, evaluations and design of development projects.

### C. BACKGROUND

1. PD-73, Policy of AID-U.S. Cooperative Organization Relationships, states under the topic on General Policy, the following: "It is our policy to further the development and use of developing country cooperatives which will enable greater numbers of the poor to help themselves to better lives. U.S. cooperative organizations can play a significant role in furthering this objective, consistent with the principles stated in Section 102 of the Foreign Assistance Act.

2. To assist the development of cooperatives, AID will support two approaches. First, it will continue to consider cooperative development an essential component of its bilateral programs and will provide funding support to field project activity. Second, it will encourage U.S. cooperatives to relate directly to developing country cooperative counterparts as private organization-to-private organization and will support this effort beyond the framework of the usual government-to-government bilateral program."

### D. SCOPE OF WORK

NCBA will maintain a headquarters staff that will: maintain relations with NCBA's members, with AID, and with other cooperative organizations; identify project opportunities, prepare project proposals, recruit project staff, oversee project activity, and edit project reports; plan and arrange participant training; procure equipment and commodities; arrange travel and transportation; and handle insurance, payrolls and other administrative support for field staff.

Since the majority of NCBA's work is responsive to the needs of ongoing activities and to establishing opportunities for proposals for new projects, the following implementation plan amounts to a plan of flowing activities. Project officers will continue to backstop field staff, and will develop new projects where the opportunity arises.

**E. PROJECT IMPLEMENTATION**

1. NCBA's long-term field projects now total 14, and are located in nine different countries. In 1986, NCBA will concentrate efforts on the proper implementation and management of ongoing projects, and at the same time pursue its goal of long-term projects in 20 countries.

2. The NCBA plan of new activities in 1986 will address the following:

**a. New Countries****Africa**

In addition to continued project implementation in countries where it is currently operating, project exploration is planned for Guinea, Malawi, Mali, Senegal and Zambia.

**Asia and the Near East**

Additional project opportunities will be investigated in India and Indonesia, where NCBA has ongoing projects, and in Bangladesh, Burma, Nepal, Pakistan, the Philippines, Egypt, the West Bank, and the Pacific Islands.

**Latin America**

Exploration and design work are projected for Belize, the Dominican Republic, Ecuador, and the Eastern Caribbean. Current activities will be expanded and/or developed into long-term projects.

**b. PL 480/416 Commodities**

(1) NCBA will investigate the potential for assisting with the replication in other countries of the successful Indian "Anand Pattern" for dairy and oilseeds development.

(2) NCBA will pursue opportunities for implementation of commodity-based cooperative development projects, particularly in the area of dairy development.

(3) Commodity-based funding will be researched for expansion in India of the "Anand Pattern" to include a fruit and vegetable cooperative project.

**c. Training Activities**

NCBA will significantly increase both the number of training programs and the number of trainees. Initially, its increased training activities will focus on cooperatives in Central and South America. This will involve bringing trainees to Spanish language programs set up in collaboration with U.S. cooperatives, and setting up teams of trainers to provide short-term training and on-the-job training in host countries.

**d. Program Responsibilities**

Considerable effort will be devoted to assimilating and supporting the increased size of the NCBA program and ensuring that the increased level of activities begun in 1985 are solidly implemented.

3. In years two (2) and three (3), the activities undertaken will

a. continue and build upon efforts initiated in the first year,

b. identify and develop projects to replace projects that have been brought to completion and

c. lead to achievement of NCBA's goal for 1988 of long-term field projects in at least 20 countries.

LAURA NELL SMITHAFRICA PROGRAM OFFICER  
NATIONAL COOPERATIVE BUSINESS ASSOCIATION

## EDUCATION

- M.A. International Relations and Development Economics, Johns Hopkins School of Advanced International Studies, 1984
- B.A. Public Affairs and French, Bennington College, Bennington, Vermont, 1982

## SELECTED EXPERIENCE HIGHLIGHTS

- 1989-present Africa Program Officer, NCBA. Assist in the planning, budget preparation, design and evaluation of cooperative development projects in Africa. Project Liason Officer for Cooperative Research and Training Center in Rwanda.
- 1988-1989 Recruitment Coordinator/Africa Project Backstop. Administered home office support for Agricultural Extention project in Zaire. Designed and directed a study tour to credit institutions throughout the U.S for Moroccan Agriculture Credit Bank.
- 1986-1988 Cooperatives Extention Agent/Peace Corps Togo. Established and advised village-based agricultural cooperatives to promote income generation and self-sufficiency. Designed and provided training in accounting, credit, financial and agricultural planning. Introduced coffee marketing techniques.
- 1984-1986 Presidential Management Intern, US Department of Commerce, International Trade Administration. Analyzed industry markets for U.S. Generalized System of Preferences (GSP); served on GSP Trade Policy Subcommittee under U.S. Trade Representative. Counseled small businesses and organized conferences on exporting. Assisted preparation of Overseas Business Report on Investment in Mexico.
- 1984-1985 Presidential Management Intern, US Agency for International Development. As Sudan Desk Officer, conducted a comprehensive analysis of AID programs in the Sudan, focussing on intertwined environmental and economic crises. As Sudan Project Officer, participated in project design and evaluation, research, and policy planning for agricultural and rural development strategy.

Languages: English, French and Polish

POSITION DESCRIPTION

Title: Africa Program Officer

Reports to: Regional Director for Africa

Scope and Purpose: The officer will assist the Director in carrying out a number of tasks related to the management of current programs, assist in the development of new projects and undertake special assignments as designated by the director.

Location: Washington, D.C. but with occasional travel to Africa.

The work of the Africa Program Officer will include but not be limited to the following:

1. Program Development - Assist with feasibility studies and project design of new programs; draft scopes of work for consultants; participate in interviews of candidates for long and short term positions; and participate in orientation of new staff.
2. Program support - Assist the Regional Director in the day to day management of current programs. Respond to request from the field offices for technical or other information; participate in staff reviews of project activities; and provide briefing information on programs to consultants.
3. Program monitoring and evaluation - analyze project financial reports and track project budgets; analyze project progress reports; work with evaluations officer on strengthening reporting system and data collection; and insure sharing of relevant information among projects.
4. Participant Training - Assist in the planning and coordination of training programs and observation tours of cooperative leaders to the U.S. including the development of substantive programs for visitors and escorting and interpreting for visitors as needed.

Qualifications: (1) Undergraduate and preferably graduate degree in field related to cooperative development, e.g. agricultural economics or business administration. (2) Minimum two years experience in development work in Africa. (3) Good written and oral French language skills. (4) Experience with cooperatives- development, management or training. (5) Good writing skills- technical and journalistic.